Town of Bradford West Gwillimbury Industrial Land Strategy

Prepared for: The Town of Bradford West Gwillimbury

June 2026

DRAFT FOR COUNCIL APPROVAL

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Mayor Leduc, Members of Council, and Staff
Town of Bradford West Gwillimbury
100 Dissette Street, Bradford West Gwillimbury, Ontario

Re: Industrial Land Strategy

Avison Young Consulting Services LP is pleased to present the Town of Bradford West Gwillimbury Industrial Land Strategy.

Bradford West Gwillimbury is at a critical point in its evolution as one of Ontario's fastest-growing municipalities and an emerging employment centre within the Greater Toronto and Hamilton Area. The Town's strategic location along the Highway 400 corridor, significant population and employment growth forecasts, expanding transportation infrastructure, and substantial inventory of employment lands collectively create a unique opportunity to strengthen its position as a leading destination for industrial and commercial investment. Recognizing these opportunities, the Town initiated this Industrial Land Strategy to establish a long-term framework for maximizing the economic potential of its employment lands while supporting sustainable growth, investment attraction, job creation, and municipal prosperity. The Strategy evaluates existing industrial land assets, market conditions, infrastructure considerations, development constraints, stakeholder perspectives, and emerging economic trends to identify a clear path forward for implementation.

Throughout this assignment, Avison Young engaged extensively with Council, Town staff, regional and provincial stakeholders, utility providers, landowners, developers, businesses, and industry representatives. This collaborative process provided valuable insight into both the opportunities and challenges influencing industrial development within Bradford West Gwillimbury today and over the coming decades. Our analysis confirms that BWG possesses many of the characteristics sought by modern industrial occupiers and investors, including excellent transportation connectivity, access to a growing labour force, proximity to major consumer markets, competitive land economics, and significant long-term growth potential. At the same time, realizing this opportunity will require coordinated investment in infrastructure, servicing, utilities, land readiness, and investment attraction initiatives to ensure the Town remains competitive within an increasingly dynamic marketplace.

The recommendations contained within this Strategy are intended to provide Council and Administration with a practical and actionable roadmap for advancing employment growth, supporting private-sector investment, and enhancing the Town's long-term economic competitiveness. Implementation of these recommendations will help position Bradford West Gwillimbury as one of the premier industrial and employment growth destinations within Simcoe County and the broader Greater Golden Horseshoe.

We would like to thank Council, Town staff, stakeholders, and project participants for their commitment, engagement, and contributions throughout this process. Their insights were instrumental in shaping the findings and recommendations presented within this report. It has been a privilege to assist the Town in developing this Strategy, and we appreciate the opportunity to support Bradford West Gwillimbury's continued growth and economic success.

Respectfully submitted,
Avison Young Consulting Services LP

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00. Introduction

The Town of Bradford West Gwillimbury ("BWG") Industrial Land Strategy provides a roadmap for maximizing the economic potential of the Town's employment lands and positioning BWG as a leading destination for industrial, logistics, manufacturing, and employment-generating investment within Simcoe County and the Greater Toronto and Hamilton Area. Developed through market analysis, stakeholder engagement, infrastructure review, and economic evaluation, the Strategy identifies BWG's competitive advantages, development constraints, target sectors, and key actions required to support long-term employment growth and investment attraction.

This report is the principal public-facing component of a broader Industrial Land Strategy package and should be read alongside the supporting technical materials that collectively form the complete Strategy. Together, these documents provide Council, Administration, landowners, developers, investors, and other stakeholders with a comprehensive framework for advancing employment land development and economic growth in BWG.

Detailed technical materials have been consolidated within a separate Confidential Technical Compendium, which includes stakeholder engagement summaries, market analyses, Community Improvement Plan (CIP) assessments, commuter and labour force analyses, and other supporting research that informed the Strategy. Due to the inclusion of confidential stakeholder information and proprietary market intelligence, the Compendium is not intended for public release and is available to Town staff and Members of Council upon request.

A separate Site Profiles and Parcel Fabric Package has also been prepared to support investment attraction efforts. The package includes parcel-level inventory data and detailed property information sheets for ten priority employment land opportunities intended for submission to the Invest Ontario Portal. Together, the Industrial Land Strategy Report, Confidential Technical Compendium, and Site Profiles and Parcel Fabric Package form the complete Industrial Land Strategy framework for the Town of Bradford West Gwillimbury.

Positioning BWG as Simcoe County's Employment/Industrial Growth Leader

The Town of Bradford West Gwillimbury ("BWG") is entering a pivotal period in its evolution as one of Ontario's fastest-growing municipalities and a key employment node within the Greater Toronto and Hamilton Area ("GTHA"). Supported by exceptional population growth, strategic transportation infrastructure investments, and a significant supply of developable employment lands, BWG is uniquely positioned to emerge as one of the most important industrial and employment growth centres in Southern Ontario over the next three decades.

This Industrial Land Strategy was undertaken to establish a comprehensive roadmap for maximizing the economic value of BWG's industrial land inventory, attracting investment, creating employment opportunities, and ensuring that future growth aligns with the Town's long-term vision, infrastructure capacity, and economic development objectives. The strategy evaluates BWG's existing industrial land portfolio, assesses regional and market trends, identifies barriers to development, validates target industry sectors, and establishes a practical implementation framework to support long-term industrial and commercial growth.

The findings of this study indicate that BWG possesses many of the foundational characteristics sought by industrial occupiers, developers, investors, and employers. However, realizing the Town's full economic potential will require coordinated action among municipal, regional, provincial, utility, and private-sector stakeholders to address infrastructure constraints, accelerate development readiness, and elevate BWG's profile as a premier employment destination.

00. A Municipality Positioned for Exceptional Growth

BWG's growth trajectory is among the strongest in Ontario. Forecasts indicate that the Town's population will increase from approximately 44,500 residents in 2021 to more than 83,500 residents by 2051, representing nearly 20% of all population growth anticipated across Simcoe County. Employment growth is projected to be even more significant, with the Town expected to add more than 19,000 jobs and capture approximately one-quarter of all new employment growth within the County over the same period.

These growth forecasts are supported by several structural advantages, including:

- Direct access to Highway 400 and the future Highway 425 corridor;
- Connectivity to over 4 million residents within a 50-kilometre radius;
- Access to more than 150 million consumers within a one-day drive;
- A rapidly expanding labour force;
- Competitive industrial land pricing relative to core GTA markets;
- Existing and planned GO Transit connectivity; and
- Availability of large-scale employment lands capable of accommodating future industrial and logistics investment.

As industrial land availability continues to diminish throughout York Region and the broader GTA, BWG is increasingly positioned as a logical destination for businesses seeking larger development sites, improved affordability, and long-term expansion opportunities.

BWG's Competitive Advantages

The strategy identifies several factors that differentiate BWG from competing municipalities throughout Southern Ontario.

01.

First, BWG occupies a strategic geographic position at the intersection of major transportation corridors. The Highway 400 corridor provides direct access to Toronto, Barrie, and Northern Ontario, while the future Highway 425 connection will significantly improve east-west connectivity between Highway 400 and Highway 404. These investments will enhance goods movement, labour mobility, and regional accessibility while reducing travel times throughout the broader Greater Golden Horseshoe.

02.

Second, BWG continues to maintain one of the most significant supplies of developable employment lands within close proximity to the GTA. As industrial land scarcity intensifies across the region, this inventory represents a strategic competitive advantage capable of supporting large-format industrial, logistics, manufacturing, and emerging technology users.

03.

Third, BWG benefits from a growing and increasingly diverse labour force. Population growth throughout BWG, Innisfil, New Tecumseth, and neighbouring communities is creating a larger workforce catchment area capable of supporting a wide range of industrial and employment uses. The Town's relatively affordable housing market and quality-of-life advantages further strengthen its ability to attract and retain workers.

04.

Finally, BWG's agricultural heritage, logistics advantages, and proximity to major consumer markets create unique opportunities for specialized sectors such as agri-food processing, advanced manufacturing, logistics, and supply chain operations. These advantages are difficult for competing municipalities to replicate and provide the Town with a strong foundation for targeted business attraction efforts.

00. Key Challenges and Development Constraints

Despite its considerable strengths, BWG faces several barriers that must be addressed to unlock the full potential of its employment lands. The most significant challenge identified throughout the study is infrastructure readiness. Water, wastewater, stormwater, transportation, and electrical servicing constraints continue to limit the pace at which industrial lands can be brought to market. Stakeholder consultations consistently highlighted servicing availability as one of the most critical determinants of future industrial growth. Additional challenges include:

- Significant electrical capacity limitations for large industrial users;
- Fragmented land ownership patterns that complicate site assembly;
- Limited existing industrial building inventory;
- Ongoing competition from more established employment markets such as Vaughan, Barrie, and Highway 407 corridor municipalities;
- Limited transit connectivity between employment areas and regional transportation networks;
- Continued dependence on GTA-driven population and employment growth; and
- Relatively low market awareness among prospective investors and occupiers.

Without coordinated action to address these challenges, BWG risks underperforming relative to its long-term growth forecasts and missing opportunities to attract high-quality industrial investment.

Strategic Industry Opportunities

Based on market analysis, stakeholder engagement, employment trends, and BWG's competitive advantages, several target sectors emerge as particularly well-aligned with the Town's long-term economic development objectives. Priority opportunities include *(please see Section 10 for further information)*:

01.	02.	03.	04.	05.
Logistics & Distribution	**Advanced Manufacturing**	**Agri-Food Processing**	**Construction & Building Materials**	**Technology, Innovation & Data Infrastructure**
BWG's Highway 400 access, future Highway 425 connectivity, and proximity to major GTA consumer markets position the Town as an attractive location for regional and national distribution operations.	The Town's growing labour force, available industrial lands, and access to regional transportation infrastructure create strong conditions for advanced manufacturing investment, particularly in sectors seeking alternatives to higher-cost GTA locations.	Leveraging the unique productivity of the Holland Marsh and surrounding agricultural lands, BWG has an opportunity to expand value-added food processing, packaging, storage, and distribution activities.	Rapid residential and infrastructure growth throughout Simcoe County and the Greater Golden Horseshoe continues to drive demand for construction-related industrial uses.	Longer-term opportunities exist to attract emerging technology sectors, including artificial intelligence, data centres, research and development facilities, and technology-enabled industrial operations, subject to future infrastructure improvements.

00. Strategic Priorities and Recommendations

The Industrial Land Strategy concludes that BWG's success will depend less on identifying demand and more on creating the conditions necessary to convert demand into development activity. Five strategic priorities emerge from the analysis *(please see Section 12 for further information)*:

01. Accelerate Infrastructure Readiness

Infrastructure investment should be prioritized to ensure employment lands become development-ready in a coordinated and predictable manner. Servicing strategies should be aligned with growth forecasts and development sequencing plans.

02. Advance Employment Land Development

The Town should work collaboratively with landowners, developers, utilities, and regional partners to facilitate land assembly, servicing coordination, and site readiness initiatives that accelerate industrial development.

03. Establish Investment Attraction Program

BWG should proactively market its industrial opportunities through targeted business attraction initiatives, strategic partnerships, digital marketing campaigns, site selection outreach, and sector-specific investment promotion.

04. Enhance Development Competitiveness

The Town should continue evaluating planning approvals, development processes, concierge services, and economic development programs to improve investor experience and reduce barriers to investment.

05. Implement Performance Measurement Frameworks

Clear accountability, measurable performance indicators, and regular reporting mechanisms should be established to track progress and ensure implementation remains aligned with Council's long-term economic development objectives.

Conclusion

BWG stands at a transformational moment in its economic evolution. The combination of significant population growth, exceptional employment forecasts, strategic transportation investments, and a substantial inventory of employment lands creates an opportunity that few municipalities in Ontario currently possess.

The challenge is not whether growth will occur, but whether BWG can position itself to capture a disproportionate share of that growth through proactive planning, infrastructure investment, land readiness, and business attraction initiatives.

If the recommendations outlined in this strategy are successfully implemented, BWG has the potential to emerge as the premier industrial and employment growth destination in Simcoe County and one of the most competitive emerging employment markets in the Greater Toronto and Hamilton Area over the next generation.

***Note:** This Industrial Land Strategy is the principal, public-facing report within a broader set of documents that together comprise the Town's Industrial Land Strategy (ILS). To keep this report focused and suitable for public release, two categories of supporting material have been moved into a separate Confidential Supporting Compendium: the detailed stakeholder engagement notes and summaries (Appendix A), and the additional commercial real estate (CRE) market-trend data underpinning the market analysis in this report (Appendix B). The Compendium also contains a Community Improvement Plan (CIP) analysis prepared to inform the Town's future incentive considerations (Appendix C) and a drive time analysis of commuter outflows. Because the engagement material identifies individual participants by name and role, the Compendium is confidential, will not be released publicly, and is available to Town staff and Members of Council upon request. A separate Site Profiles and Parcel Fabric Package has also been prepared, containing parcel-level fabric data and the investment-ready site data sheets intended for submission to Invest Ontario. Together, this report, the Confidential Supporting Compendium, and the Site Profiles and Parcel Fabric Package form the complete Industrial Land Strategy.*

01. Background and Objectives

01. Project Understanding

BWG ("The Town") aims to develop a comprehensive Industrial Land Strategy to align its employment lands with market demands, regional growth goals, and infrastructure capabilities.

This strategy assesses the town's industrial land inventory, development barriers and identifies a complete strategy that aligns with the Town's objectives below:

01 Conduct a comprehensive assessment of the Town's employment land inventory to identify opportunities and barriers to development;

02 Identify market dynamics and validate business attraction strategies to align with BWG's economic goals;

03 Develop strategies and recommendations to enhance BWG's ICI competitiveness and land optimization with a detailed implementation plan.

Project Deliverables

Phase 1	**Inventory and Business Analysis** - Develop a detailed listing sheet for each vacant industrial land parcel - Compile a comprehensive inventory of current business compositions in each geographic area, highlighting industry clusters/specializations
Phase 2	**Industrial Development Trends and Analysis** - Assess industrial development trends & economic drivers of land absorption, industrial land values, and highest and best use of BWG lands - Develop a regional value strategy for BWG to attract investments
Phase 3	**Final Strategy and Implementation** - Deliver a comprehensive Industrial Land Strategy with economic impact assessment, land valuation, and marketing plans - Provide an actionable implementation plan with performance monitoring and evaluation, supported by robust research data.

Project Objectives

Supply & Demand Analysis: Review all vacant industrial land parcels to identify factors affecting development

Determine Optimal Land Use: Establish the highest and best use for each parcel based on location, size, infrastructure, ownership, job types, and demand.

Validate & Refine Target Sectors: Confirm and expand the list of priority sectors and opportunities that align with BWG's strengths and market trends.

Highlight Strategic Advantages: Conduct a SWOT analysis to highlight BWG's unique benefits and enhance competitiveness.

Zoning & Infrastructure Recommendations: Propose updates to zoning by-law with revised land uses and performance standards in addition to ensuring servicing aligns to the growth targets

Investment Attraction Plan: Develop a detailed marketing strategy to attract investment in BWG's industrial lands.

Avison Young will develop a comprehensive Industrial Land Strategy for BWG by investigating vacant industrial lands and analyzing industry clusters and trends across local, regional and comparator markets.

The project team will identify land absorption drivers, determine barriers/ opportunities, and recommend the highest and best use for BWG lands. The final deliverable will address solutions such as partnerships and servicing strategies with actionable steps and marketing plan to attract targeted investments and maximize industrial land potential.

01. Project Methodology and Work Program

Meeting | Deliverable | Presentation

Avison Young's consultative work plan and methodology addresses the key requirements for BWG through three phases as summarized below. Throughout the process, Avison Young completed multiple engagements, workshops and interviews with Town representatives and subject matter experts to inform the Town's current state and aspirations.

Phase 1

Project Initiation

Project Launch Meeting(s)
- Define success metrics
- Determine schedule and dates
- Confirm key deliverables

Establish Working Methods
- Communication streams
- Document protocols
- Delivery channels
- Clear project framework
- Meeting cadence

Exchange Information
- Receive relevant property information
- AY to provide a checklist of site/parcel Information

Industrial Land Supply Review & Data Collection

Stakeholder Engagement

Review of Existing Reports
- Comprehensive review of key reports and strategic publications

Assessment of Industrial Lands
- Provide overview and inventory analysis of types of employment / industrial land availability
- Review of all vacant industrial parcels and identify development factors
- Establish highest and best use
- Analyze parcels based on Invest Ontario and ICI investment criteria
- Analysis of absorption / utilization rates
- Identify current development trends for industrial land

Avison Young's AVANT Platform
- Leverage GIS market analytics platform to augment analysis
- Understand surroundings and implications for comparable sites

Phase 2

Industrial Sector Demand Analysis & Competitive Positioning

Stakeholder Engagement

Competitive Analysis
- Analyze target businesses' decision-making criteria
- Conduct trade area analysis to assess workforce mobility with drive-times
- Identify sector-specific and land investment + local economic trends
- Benchmark competing regions to highlight unique advantages
- Conduct a SWOT analysis to identify unique benefits / barriers
- Validate business attraction strategies to align with BWG's economic goals
- Investigate potential partnerships to secure & service new industrial lands

Cost Model & Financial Incentives
- Develop a financial model to investigate costs associated with bringing new industrial land to BWG
- Develop order of magnitude valuations for the Subject Lands

Phase 3

Industrial Land Strategy & Implementation Plan

Stakeholder Engagement

Final Industrial Land Strategy Report
- Recommend land investment opportunities and policy changes to address barriers
- Align recommendations with local and regional priorities
- Provide metrics for evaluating high-impact industrial developments to help investment / planning applications

Implementation Plan
- Provide a marketing plan to attract industrial investment, highlighting cost-competitiveness, connectivity, and leveraging various streams for visibility
- Deliver clear roadmap to manage and develop industrial lands
- Establish KPIs to measure strategy effectiveness

01. Stakeholder Engagement through Workshops

Workshops and engagement seminars were used to engage key stakeholders to map current state processes and engage with the assessment frameworks based on BWG's industrial lands and market.

Workshop Approach

Avison Young used a series of workshops, direct meetings and engagement seminars to engage key stakeholders from BWG to build a common understanding of existing practices, economic perspectives and opportunities moving forward. The engagement also helped to identify key issues toward the various processes, including the identification of opportunities for the Town through engaging a realm of various stakeholders, including public sector groups, private individuals and companies, development groups, consultants and others.

Avison Young worked with Town of BWG Project Team to identify over 100 key stakeholders to engage with over the course of the project. Some team members were selected to participate in multiple workshops including members of Council, while other team members were selected for key phases. Avison Young met with over 25 individuals throughout this process from all the Town's various departments and operations.

To ensure we received relevant input during the engagement sessions, we reviewed the current processes and background material to prepare pre-workshop questions that were issued to workshop participants prior to each of the sessions, which were used as a guide to facilitate discussions amongst each of the groups.

Workshop Outputs

Workshop findings were summarized in an output document after each session and returned to workshop participants to validate the current state and ensure details were captured accurately, which can be found in Appendix 1. Additionally, a process recap was included in the following workshop to review previous workshop processes. The workshop outputs documented:

- **Feedback from all relative stakeholders, including market opportunities and perspectives on particular lands**
- **Corresponding detail on the key steps including their processes, governance, tools, and roadblocks; and**
- **Opportunities and perspectives for future state**

After concluding the last workshop, all key findings, summaries and details were shared with stakeholders and workshop participants for final review and feedback.

01 Confirmed Workshop Participants + Content

02 Facilitated 10 Workshops and Engagement Sessions

03 Developed Workshop Output

04 Validated Process and Key Findings

Note: *Full engagement session notes and summaries are provided in the Confidential Supporting Compendium (Appendix A). Available to staff and Council upon request.*

01. Stakeholder Engagement Summary & Overview

Process

The stakeholder engagement process followed a phased approach, enabling initial discussions and follow-up touchpoints to confirm understanding. Key departments were invited to participate, with some providing multiple representatives and others a single point of contact.

Workshop Objectives

The objective of the workshops was to build a common understanding of existing processes and identify any challenges and opportunities to enhance the efficiency and effectiveness of current methodologies.

Discussion Framework

One of the key objectives was to discuss the current real estate dynamics, competitive positioning for the Town and potential synergistic opportunities to fully understand how the Town plans, develops, manages and advances its real estate dynamics.

Stakeholders

The chart opposite shows the various departments that were engaged through the process, including over 100 stakeholders *(25 focus group participants)*. A summary of the key feedback is found on the page that follows, with detailed process information identified in subsequent sections.

Feedback was solicited from each department below, each offering various insights and perspectives related to the Town's real estate acquisitions, dispositions and overall governance.

- **01** Town of BWG Council Members
- **02** Town of BWG Staff
- **03** Simcoe County
- **04** Private Landowners
- **05** Private Companies
- **06** Development Groups
- **07** Third-Party Consultants
- **08** Nottawasaga Valley Conservation Authority
- **09** Lake Simcoe Region Conservation Authority
- **10** Bell Canada
- **11** Hydro One
- **12** Other Stakeholders

02. BWG in Context

Bradford west Gwillimbury

AVISON YOUNG

02. BWG: Strategically Positioned at the Crossroads of Toronto Census Metropolitan Markets and the Gateway to Northern Ontario

BWG background

Positioned as one of the fastest-growing municipalities in Simcoe County and a key northern node of the Greater Toronto and Hamilton Area ("G.T.H.A."), BWG is home to a growing base of residents, businesses, infrastructure, and community amenities. With deep roots in agriculture and manufacturing and a rapidly expanding employment base, BWG's economy is evolving into a diversified and resilient future state. As the Town grows toward its 2051 forecast of over 83,000 residents, its location along the Highway 400 corridor future Highways 413 and 425 will play a central role in shaping a sustainable long-term economic direction for its stakeholders.

Well-positioned and poised for significant long-term growth, BWG is buoyed by strong building permit activity, record population growth, and a robust and expanding employment pipeline — with total jobs growing 29% between 2020 and 2023 alone.

$114,000	43k	14.5k	29%
Median Household Income *(2023)*	**Population** (2023)	**Jobs** (2023)	**Job Growth** (2020 - 2023)

Source: Statistics Canada 2021 Census; EMSI Analyst Dataset 2024.1; Environics Analytics 2024

BWG's location connects over **4.2 million people** within a 50 km radius, and over **150 million** North American consumers within a day's drive. Major markets accessible from BWG include Toronto, Ottawa, Montreal, Buffalo, Detroit, Chicago, New York and Boston — providing BWG's businesses with unrivalled access to continental markets.

Land
Direct access to Highway 400 (north-south) and the future Hwy 425 linking Hwy 400 to Hwy 404, plus CN Rail freight corridor running through the municipality

Air
Toronto Pearson International Airport (YYZ) within 50 km; Lake Simcoe Regional Airport also accessible within the region

Rail
BWG GO Station on the Barrie Line provides direct passenger rail service to Toronto Union Station, with GO Expansion planned to deliver two-way, all-day service

02. BWG growing population and strategic location present a compelling opportunity for industrial and commercial investment

BWG is one of the fastest-growing communities in the GTHA, strategically positioned at the crossroads of major metropolitan markets and serving as a gateway to Northern Ontario. Its growth is supported by direct access to Highways 400 and 404, proximity to the GTA, and an expanding local labour force.

Demographic indicators – 2021 Census

42,880	13,415	3.2	37.2	CA$114,000	83.5%	Bradford West Gwillimbury
Population	Households	Avg Number of Persons	Median Age	Median Household Income	Households Owned	

- **Young, family-oriented community:** With a median age of 37.2 and an average of 1.2 children per household, BWG skews younger than the GTHA average, driving sustained demand for housing, retail, and services.
- **Strong income profile:** Median household income of CA$115,000 — well above national averages — reflects an educated, productive workforce, with 33% of households earning over CA$150,000.
- **Industrial & logistics demand:** A 69.4% labour force participation rate, combined with Highway 400/404 access and available employment land, makes BWG a compelling destination for warehousing, distribution, and light manufacturing.

The takeaway

BWG combination of rapid population growth, a high-income homeowning base, and strategic highway access positions it as one of the GTHA's most compelling emerging industrial and commercial markets. As land constraints tighten across the core 905, BWG is increasingly on the radar for developers and businesses / occupiers seeking scale and value.

Source: Statistics Canada, Census of Population 2021 (BWG, Town [Census subdivision], Ontario). Income data reference year: 2020.

Key indicators – 2021 Census

69.4%
Labour force participation rate

96.6%
Mother tongue is English

1.2
Avg. children per household

33.1%
of households have income over ca$150,000

20.6%
No high school education

16.5%
Renters

11.3%
Unemployment rate

02. BWG has a solid foundation and community

Cultural and recreational amenities

BWG offers a growing range of recreational amenities, including community centres, parks, trails, and waterfront access along the Holland River — contributing to a high quality of life that attracts and retains residents and businesses alike.

Educational institutions

The community is served by strong local schools and benefits from proximity to post-secondary institutions across the broader region, supporting a skilled and educated workforce pipeline for local employers.

Entrepreneurship and small businesses enthusiasm

A strong local business community and a municipally-supported culture of entrepreneurship contribute to the economic diversity and vitality of the town, with a growing number of small and medium-sized enterprises establishing roots in the area.

Strong community pride and engagement

BWG has a deeply rooted sense of community identity and civic pride, fostering local economic development and long-term sustainability through active resident and business engagement.

Growing population and cultural diversity

One of Ontario's fastest-growing municipalities, BWG's rapidly expanding and increasingly diverse population is a powerful draw for businesses, talent, and investment from a wide range of backgrounds and sectors.

Agriculture and agri-business heritage

Holland Marsh is one of the most productive agricultural regions in Canada. It supports a distinct agri-food and agri-business ecosystem that no other GTA-adjacent municipality can replicate, and increasingly intersects with food processing and distribution.

Strategic Location and Highway access

Situated at the intersection of Highway 400 and County Rd 88, BWG offers exceptional connectivity to Toronto, Barrie, and the broader Greater Golden Horseshoe — making it a compelling location for logistics, distribution, and business operations.

Proximity to the Greater Golden Horseshoe

BWG sits within commuting distance of both Toronto and Barrie while offering small-town cost and quality-of-life advantages. This dual-market positioning is a genuine and underutilized selling point for talent attraction and business location decisions.

Affordable industrial land

BWG offers a significant competitive advantage through its available supply of industrial and employment land at pricing that remains highly attractive relative to GTA markets — making it an ideal destination.

Transportation infrastructure

The combination of Highway 400 access, GO rail network, and connectivity to major freight corridors delivers a strong logistical foundation for supply chain operations, manufacturing, and distribution businesses serving both regional and national markets.

02. BWG's competitive position within the region

Highway 400 corridor advantage
Located along the Highway 400 corridor future planned connectivity to Highway 404 via Highway 425 / BWG by-pass, BWG is one of the fastest-growing municipalities in Simcoe County and serves as the northern gateway to the Greater Toronto and Hamilton Area. As land constraints and congestion tighten across the core 905, BWG offers direct, uncongested access to the GTA while avoiding the cost premiums of established industrial nodes.

Access to North American markets
Companies in BWG have quick and convenient access to Canada's largest consumer market of more than 11 million people in the GTHA and are located within a day's drive of more than 150 million Canadian and American consumers. With easy connections to multiple U.S.A. border crossings including New York and Michigan, BWG offers superior access to American markets — making it a compelling location for distribution and logistics operators.

One of Ontario's fastest-growing communities
BWG's economy continues to show resilience as one of Ontario's fastest-growing communities by population, driven by its favorable proximity to Toronto. This growth has attracted an influx of new talent and a rapidly expanding labour pool, giving employers access to a diverse and growing workforce without the recruitment challenges of more saturated urban markets.

The hybrid work dividend
As more employers embrace hybrid and remote work, BWG is well-positioned to attract skilled workers seeking more affordable living within commuting distance of the GTA. This structural shift in where people choose to live — and work — reinforces BWG's long-term appeal as both a place to do business and a community to call home.

Distance to Major Centres	
Toronto, ON	65 km / 40 mi
Barrie, ON	45 km / 28 mi
Ottawa, ON	420 km / 261 mi
Buffalo, NY	185 km / 115 mi
Detroit, MI	395 km / 245 mi
Montreal, QC	560 km / 348 mi
New York, NY	700 km / 435 mi
Boston, MA	890 km / 553 mi
Chicago, IL	867 km / 539 mi

Source: Stats Canada, Town of BWG, Invest Ontario

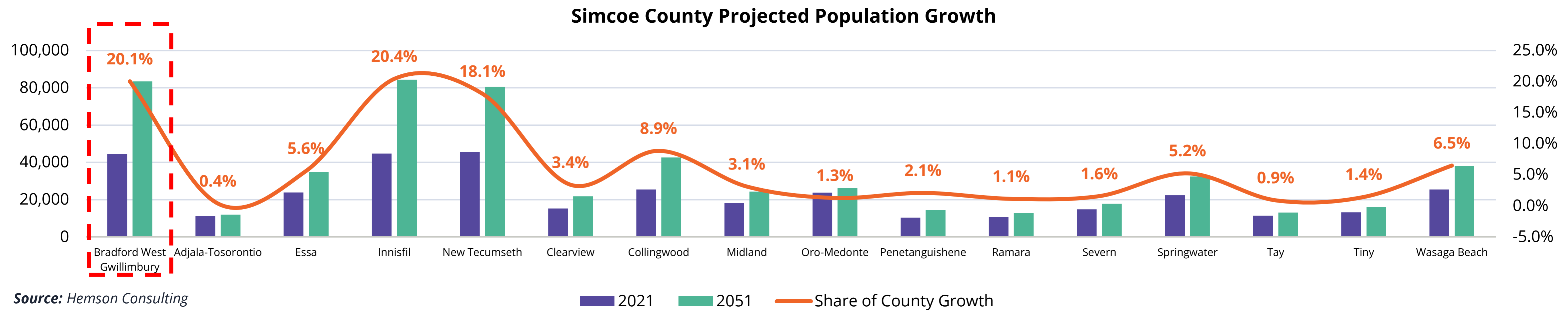
02. BWG: The growth capital of Simcoe County

BWG's outsized share of County growth: BWG is forecast to add 38,980 residents between 2021 and 2051 — nearly doubling from 42,880 to over 80,000. That single municipality accounts for roughly 20% of all population growth across Simcoe County, meaning one in every five new County residents is expected to land in BWG. Only Innisfil (39,740) adds a comparable number, and together with New Tecumseth (35,110), these three Southern municipalities absorb well over half of the County's projected 194,340 new residents.

A County tilted south: Growth across Simcoe is geographically lopsided. The Southern Regional Market Area is forecast to absorb 125,470 new residents — about 65% of the County total — compared to 68,870 in the Northern RMA. That imbalance reflects the pull of GTA in-migration, which flows most strongly into municipalities with Highway 400 access and established servicing capacity. BWG sits squarely at the centre of that dynamic.

The north grows, but more modestly: Northern municipalities aren't standing still — Collingwood (17,220), Wasaga Beach (12,610), and Springwater (10,170) lead the north's growth — but no single Northern municipality comes close to BWG's scale of change. Several smaller townships, including Ramara, Tay, and Adjala-Tosorontio, are projected to grow by fewer than 3,000 people over the entire 30-year period.

What this means on the ground: BWG's 42% intensification target is among the highest in the County, signaling an expectation that a significant share of growth will be absorbed within the existing built-up area. Even so, 449 developable hectares of new Greenfield land have been allocated — the largest single expansion in the County. The scale of growth projected for BWG will place sustained pressure on servicing, infrastructure, and community facilities for decades to come.



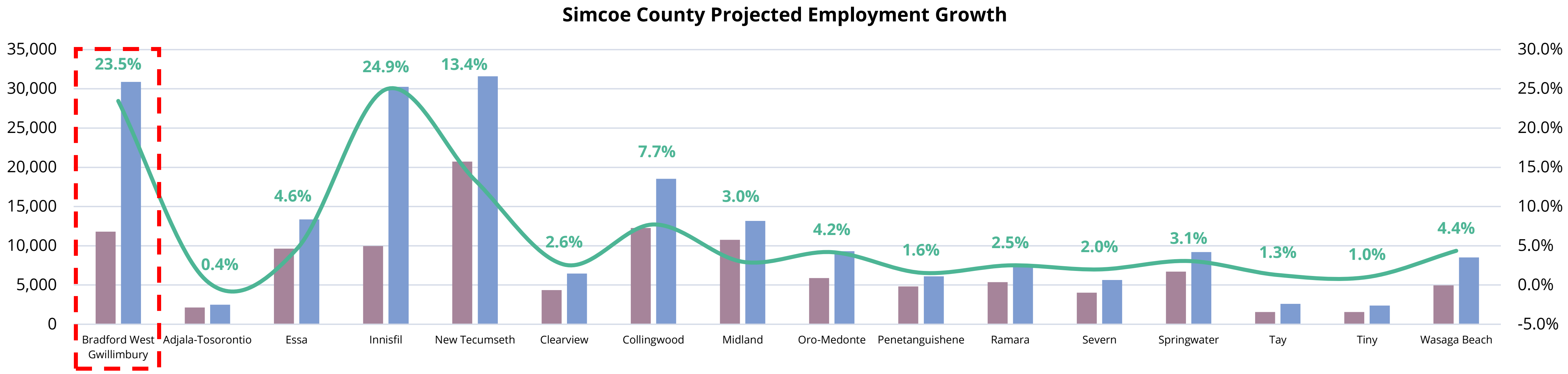
Source: *Hemson Consulting*

02. BWG: The employment engine of Simcoe County

BWG is becoming the employment engine of Simcoe County
At 161.6% projected employment growth between 2021 and 2051, BWG is on track to more than double its job base — adding 19,090 net new positions and capturing nearly one in four of all new jobs across the County. Only Innisfil comes close in absolute terms, and together these two southern municipalities account for nearly half of the County's entire employment pipeline.

The broader pattern reinforces BWG's position. The Southern Regional Market Area — anchored by BWG, Innisfil, and New Tecumseth — is forecast to absorb two thirds of all new County employment, driven by the same forces shaping population growth: GTA proximity, Highway 400 access, and a rapidly expanding labour pool. The north will grow, but at less than half the rate of the south.

For industrial and commercial occupiers, the message is straightforward. BWG is not simply riding a regional growth wave — it is increasingly driving one. With employment projected to reach 30,900 by 2051 and a labour force expanding in step with one of Ontario's fastest-growing residential communities, the conditions for sustained occupier demand are firmly in place.



Source: *Hemson Consulting*

02. Employment by Sector

BWG's employment base is made up from a divers range of sectors, broken down as follows:

Sector	Share of Employment *(approximate)*	Sub-Sectors		Key Characteristics
Broad Service Sector	~50%	• Healthcare • Education • Finance	• Logistics • Professional Services • Public Administration	Together, these make up roughly **half of all employment** in BWG
Manufacturing	~12%	• Automotive Suppliers • Metal Fabrication	• Food Processing	• Driven by industrial parks and proximity to GTA supply chains • Major employers include advanced manufacturing and parts suppliers
Retail Trade	~10–12%	• Population-serving Retail • Restaurants	• Local Services	• Serves both local population and regional commuters • Concentrated along Holland Street and commercial corridors
Construction	~6–7%	• Residential • Infrastructure		• Rapid population growth and housing development • Strong residential construction activity
Agriculture	~2%	• Holland Marsh • Farming	• Fruits and vegetables	• Small share of jobs but high economic output • Holland Marsh is one of Canada's most productive vegetable growing areas
Tourism & Hospitality	~2%	• Accommodation • Food Services	• Recreation	• Supports local economy but not a dominant employment driver

Key Takeaways

01. Service Economy Dominates

- About **half of all jobs** are in service-related industries
- Reflects suburban growth and commuter-based demographics

02. Strong Industrial Base

- Manufacturing + logistics-related sectors form a **significant employment anchor (~12%+)**
- Linked to GTA supply chain and highway access

03. Agricultural is Small but Strategic

Only ~2% of jobs, but:
- High output
- Regionally significant
- Drives agri-food ecosystem

04. Growth Sectors

- Logistics & warehousing
- Construction *(residential-driven)*
- Professional services *(population-serving)*

03. BWG's Strategic Location

03. BWG's GTHA location, affordability and growing labour force make it an attractive location for business and investment opportunity

BWG is set to play an increasingly important role in the G.T.H.A over the foreseeable future, as one of Ontario's fastest-growing municipalities with strong population and GDP growth projections. However, BWG must remain competitive against other regional municipalities in order to maintain an attractive business climate.

BWG can benefit from offering targeted incentives, streamlined approvals, and investment-ready industrial land to lower business costs and accelerate development.

BWG's Strengths

- ✓ Strategic location at the intersection of Highway 400 and County Road 88, providing direct access to the G.T.H.A and Northern Ontario
- ✓ One of the fastest-growing municipalities in Ontario, with a rapidly expanding consumer and labour base
- ✓ Competitive land costs and industrial land availability relative to the broader G.T.H.A
- ✓ Access to a large and growing labour force within a 45-minute commute, drawing from Barrie, Newmarket, and the broader York and Simcoe regions
- ✓ Direct GO Transit rail service to Toronto Union Station, supporting workforce mobility and access to labour pools
- ✓ Strong projected population and economic growth through 2051 and beyond
- ✓ Lower cost of living relative to Toronto and inner-ring GTA municipalities, supporting talent attraction and retention
- ✓ Available greenfield industrial land suitable for large-format and advanced manufacturing uses

BWG's Challenges

- ❖ Limited existing industrial building inventory, requiring greenfield development timelines
- ❖ Talent retention risk, with skilled workers commuting to Toronto and larger urban centres for employment
- ❖ Infrastructure capacity constraints, including servicing and utilities for large industrial users
- ❖ Significant power constraints and large investment required to mitigate
- ❖ Limited brand awareness as an industrial destination relative to established G.T.H.A municipalities
- ❖ Dependence on Highway 400 corridor, creating congestion vulnerability during peak periods
- ❖ Early-stage innovation and business support ecosystem compared to larger urban centres

03. BWG's Core Constraints

The advantages are real, but so are the headwinds. Servicing gaps, fragmented land ownership, limited transit connectivity today, and stiff competition from more established corridors mean BWG's potential won't convert automatically into investment. Closing the gap between what the growth forecasts project and what the market will actually deliver requires deliberate infrastructure sequencing, coordinated land strategy, and a compelling and consistent pitch to occupiers who still have other options.

Constraint	What it means	How to address
Servicing infrastructure hasn't kept pace	Water, wastewater, and stormwater capacity must be in place before employment and residential development can proceed. Without it, land supply on paper doesn't translate into activity on the ground.	Prioritize a phased servicing strategy tied to development sequencing. Pursue senior government infrastructure funding and front-end agreements with developers to accelerate delivery.
Highway 400 access points are under pressure	Key interchanges serving the employment area are already straining under current traffic volumes. Growing industrial truck traffic risks undermining BWG's core connectivity advantage before it is fully realized.	Work with MTO and the County to advance interchange capacity studies and improvements. Incorporate internal road network design that distributes truck traffic and reduces interchange dependency.
Transit access for workers remains limited today	GO service frequency is low and the station is poorly connected to the employment area. Most workers drive, creating recruitment disadvantages for businesses that need large shift-based workforces.	Accelerate local transit connections between the GO station and the employment area by converting the local on-demand bus service and adding more buses to improve connectivity to all of BWG's employment areas in addition to the GO station commentary. Engage Metrolinx on Bradford GO Expansion timelines and advocate for BWG as an early beneficiary of improved frequency.
Land ownership is fragmented	Multiple private landowners with differing timelines and price expectations make it difficult to assemble the large contiguous parcels that anchor industrial tenants require, slowing the pace of development.	Develop an employment area master plan that provides a clear servicing and access framework, reducing landowner uncertainty. Explore land assembly tools and incentives to encourage coordinated bring-to-market timing.
Competition from established employment corridors	Vaughan, Barrie, and the Highway 407 corridor have deeper infrastructure, longer track records, and stronger business ecosystems. Tenants default to certainty, and BWG is still building its market profile.	Develop a targeted marketing and investment attraction strategy. Lead with anchor tenant recruitment to establish credibility and trigger follow-on demand from smaller occupiers.
Growth depends on the GTA tap staying open	BWG's growth story is heavily reliant on continued GTA in-migration and spillover demand. A slowdown in that dynamic — whether demographic, economic, or behavioral — would put pressure on the projections underpinning the entire strategy.	Diversify the economic base by actively attracting non-GTA-dependent sectors such as advanced manufacturing, agri-food, and innovation uses. Reduce single-driver risk through a broader occupier mix.

03. BWG's infrastructure upgrades to serve as a driver of economic growth and land development

Over the next decade, BWG will be shaped by a coordinated series of provincial, regional, and municipal infrastructure investments that significantly enhance its economic position within the Greater Golden Horseshoe. These investments are not isolated capital projects, but rather a mutually reinforcing set of transportation, transit, servicing, and local infrastructure initiatives that collectively improve accessibility, unlock development potential, and reduce barriers to private-sector investment.

Highway 425 — now actively under construction — is the most significant near-term catalyst. The 16.3-kilometre freeway will connect Highway 400 in the west to Highway 404 in the east, saving commuters an estimated 35 minutes per trip and materially improving BWG's connectivity for goods movement and employer access. Construction of the western section is underway, with detail design contracts for the central and eastern sections awarded in fall 2025 and full construction anticipated to begin in 2026. Complementary widening of Highway 400 to ten lanes is progressing along the corridor, with interchange works at County Road 88 already underway to accommodate the future Hwy 425 connection.

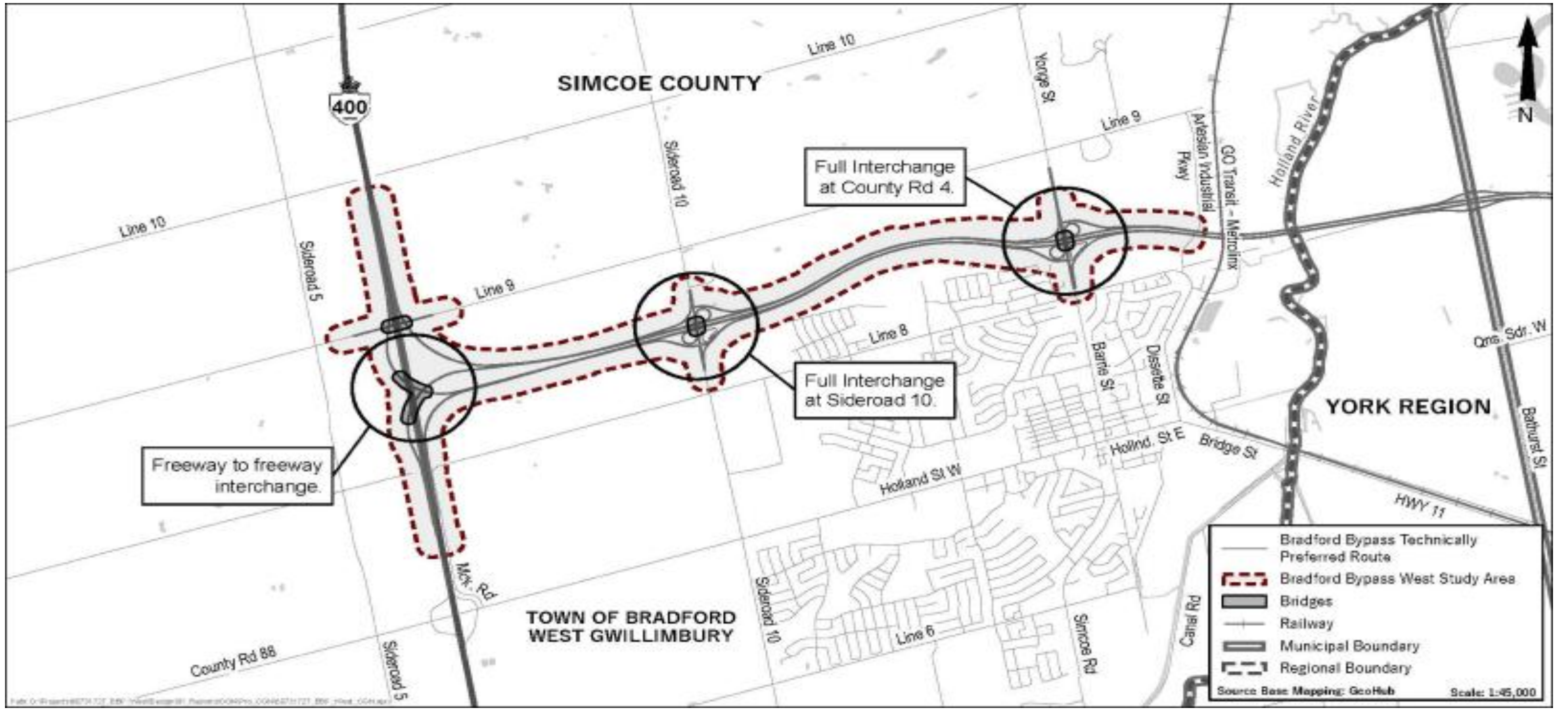
Longer-term, the GO Expansion program plans to bring two-way, all-day service as frequently as every 15 minutes to BWG GO Station on the Barrie Line. BWG GO Station improvements — including expanded parking, new bus bays, and enhanced passenger facilities — have already been completed in anticipation of this service uplift. While no firm delivery timeline for the full-service expansion has been confirmed, the infrastructure groundwork is being laid, and the commitment is embedded in Metrolinx's regional program. When delivered, it will further integrate BWG into the regional labour market and widen the talent pool accessible to local employers.

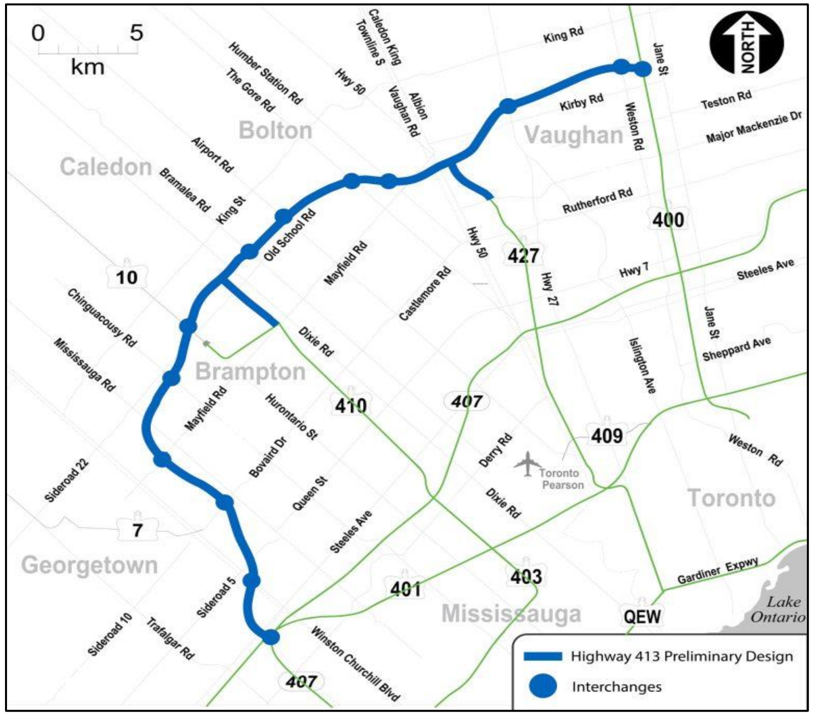
Infrastructure Investment – at the same time, regional wastewater servicing investments are removing a fundamental capacity constraint on residential and employment growth, enabling development that would otherwise be limited by infrastructure availability. Complementary municipal investments in local roads and servicing ensure that growth areas are development-ready and that growth can occur in an orderly, phased, and fiscally responsible manner.

Taken together, these investments reposition BWG from a growth-pressured community to a well-connected, employment-ready municipality with the infrastructure foundation needed to support sustained economic growth.

03. BWG's On-going Infrastructure Improvements

Infrastructure	Timing	Primary economic role	Land development impact
Hwy 425 (Hwy 400–404)	Western section under construction now; central and eastern sections in detail design — full completion mid- to late-2020s	Regional east–west connectivity and goods movement	Elevates employment and logistics land competitiveness
Highway 400 Widening & Interchanges	Active — multiple sections underway; phased through late-2020s	Improved corridor capacity and travel reliability	Supports higher-intensity employment and commercial uses
GO Rail Expansion — Barrie Line	Station improvements complete; full two-way all-day service a long-term commitment — no confirmed delivery date, estimated beyond early-2030s	Two-way, all-day regional transit access	Enables transit-oriented and mixed-use intensification around BWG GO Station
Wastewater Servicing	Phased investment ongoing — regional and municipal programs underway	Growth-enabling wastewater servicing	Removes the primary infrastructure constraint on residential and employment land development
Local Roads & Municipal Infrastructure	Ongoing	Local connectivity and place-making	Improves development readiness and supports orderly growth phasing





03. BWG GO Station: Strategic Position on the Barrie Line

BWG GO Station occupies a strategically important position on the Barrie Line as the southernmost station in Simcoe County and the first station north of York Region. Historically, BWG served as the northern terminus of GO rail service during an earlier phase of the Barrie corridor's expansion, and it continues to function as a transition point between outer-regional and core-GTA commuter service. Its role as a gateway station concentrates park-and-ride demand from South Simcoe and positions it as a priority node within Metrolinx's GO Expansion program, which targets increased frequency and two-way, all-day service along the corridor. As a result, BWG punches above its size in both operational importance and long-term transit-oriented development potential.

GO Train Commute to BWG	
Union Station *(Toronto)*	1H 20M
Vaughan	40M
Markham	2H 15M
Burlington	2H 45M
Milton	3H
Hamilton	3H 40 M
Georgetown	3H
Niagara Falls	4H 40M
Oshawa	2H 50M

*Note: Commute time used the fastest possibly route as outlined by GO Transit.

03. BWG's Locational Advantage

BWG's fundamentals are strong. A prime Highway 400 location with growing infrastructure, a protected and scalable land supply, a fast-growing labour pool, and a GO station that most comparable employment corridors lack all point to a municipality genuinely well-positioned to capture the next wave of industrial, logistics and artificial intelligence / data center demand spilling out of the GTA. The question is less whether BWG has the ingredients for success, and more how quickly the pieces can be assembled.

Highway 400 at the right place, at the right time: BWG sits directly on Highway 400 with future connectivity planned via Highway 425 to the full Highway 400 series, close enough to the GTA to serve its market but far enough to offer large, affordable land that the GTA no longer can. For businesses that move goods, that combination is increasingly hard to find anywhere else in the region.

01

One of the last large land reserves near the GTA: Land for major industrial and logistics facilities is running out across the GTA and York Region. BWG has some of the last large, protected parcels available at this proximity to Toronto. That scarcity is an advantage — businesses that need space now have fewer and fewer alternatives at this scale.

02

A fast-growing, young local workforce: BWG's population is nearly doubling over 30 years, and it skews young. That means a growing pool of local workers — important for warehouses, manufacturers, and other businesses that need large shift-based workforces. Add in the growing populations of Innisfil and New Tecumseth nearby, and the labour catchment becomes very compelling.

03

A GO station most industrial areas simply don't have: Most highway-based industrial areas in Ontario are completely car-dependent. BWG has a GO station, and Metrolinx is expanding service toward more frequent, two-way, all-day trains. That gives BWG a genuine edge in attracting workers and businesses that care about transit — which is an increasingly large share of both.

04

Gateway between two major economic markets: BWG sits at the boundary between the GTA economy and the broader Central Ontario region, giving businesses located there access to both markets at once. When the GTA gets too expensive or congested, BWG is the natural overflow. That position makes it resilient to market shifts in a way few other municipalities can claim.

05

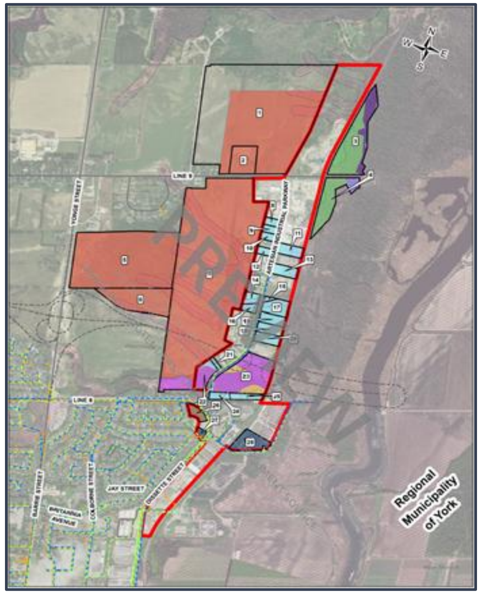
Big enough to justify serious infrastructure investment: Adding over 19,000 jobs and doubling its population means BWG can support the roads, servicing, and transit upgrades that smaller municipalities simply cannot justify. That scale also gives investors and major employers the long-term certainty they need. Growth at this level, backed by provincial planning policy, makes BWG a credible and stable place to commit to.

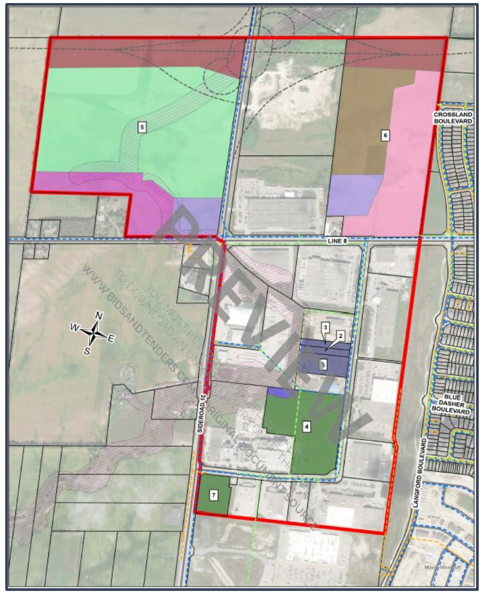
06

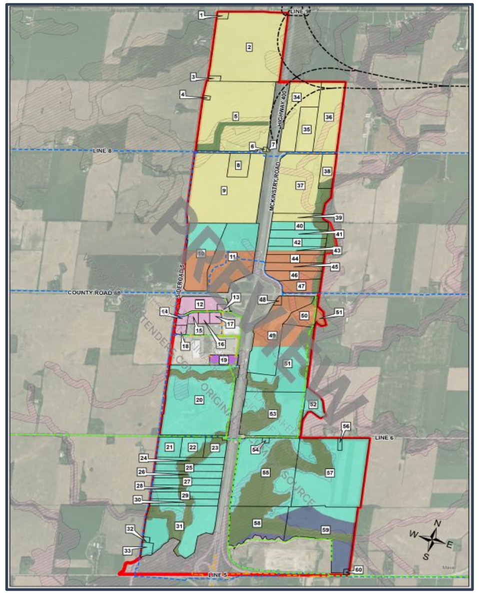
04. Property and Portfolio Overview

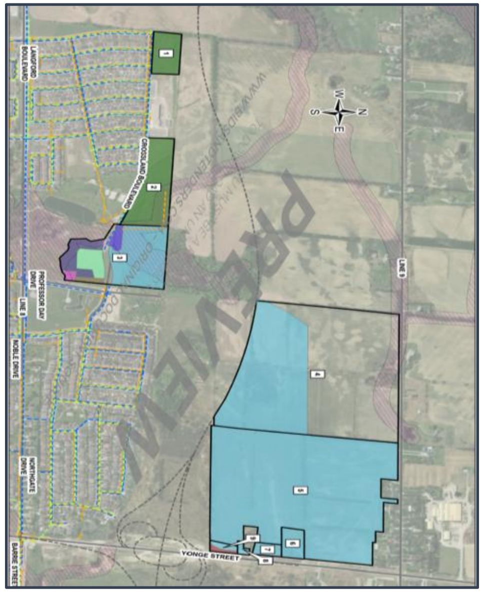
04. Property and Portfolio Overview

Avison Young understands that the four business parks collectively form approximately 2,200 acres *(approximately 880 hectares)* of industrial and employment lands spread throughout BWG. The project area includes Artesian Industrial Park *(including CIP area)*, Reagens Industrial Park *(including CIP area)*, Highway 400 Employment Lands, and parcels north of Lormel and Dreamfields Homes.









	Artesian Industrial Business Park	Reagens Industrial Park	Highway 400 Prestige Industrial Business Park	Parcels North of Lormel and Dreamfields Homes	
Type	Industrial Business Park	Industrial Park	Industrial Business Park	Industrial / Employment Lands	**TOTAL**
Parcels *(count)*	28	7	60	9	***104*** *parcels*
Size *(acres)*	371.56 *acres*	170.03 *acres*	1,403.71 *acres*	222.27 *acres*	***2,167.57*** *acres*
Size *(hectares)*	150.36 *hectares*	68.80 *hectares*	568.06 *hectares*	89.94 *hectares*	***877.18*** *hectares*

Note: Parcel-level fabric and investment-ready site data sheets are compiled in the separate Site Profiles and Parcel Fabric Package, prepared for submission to Invest Ontario.

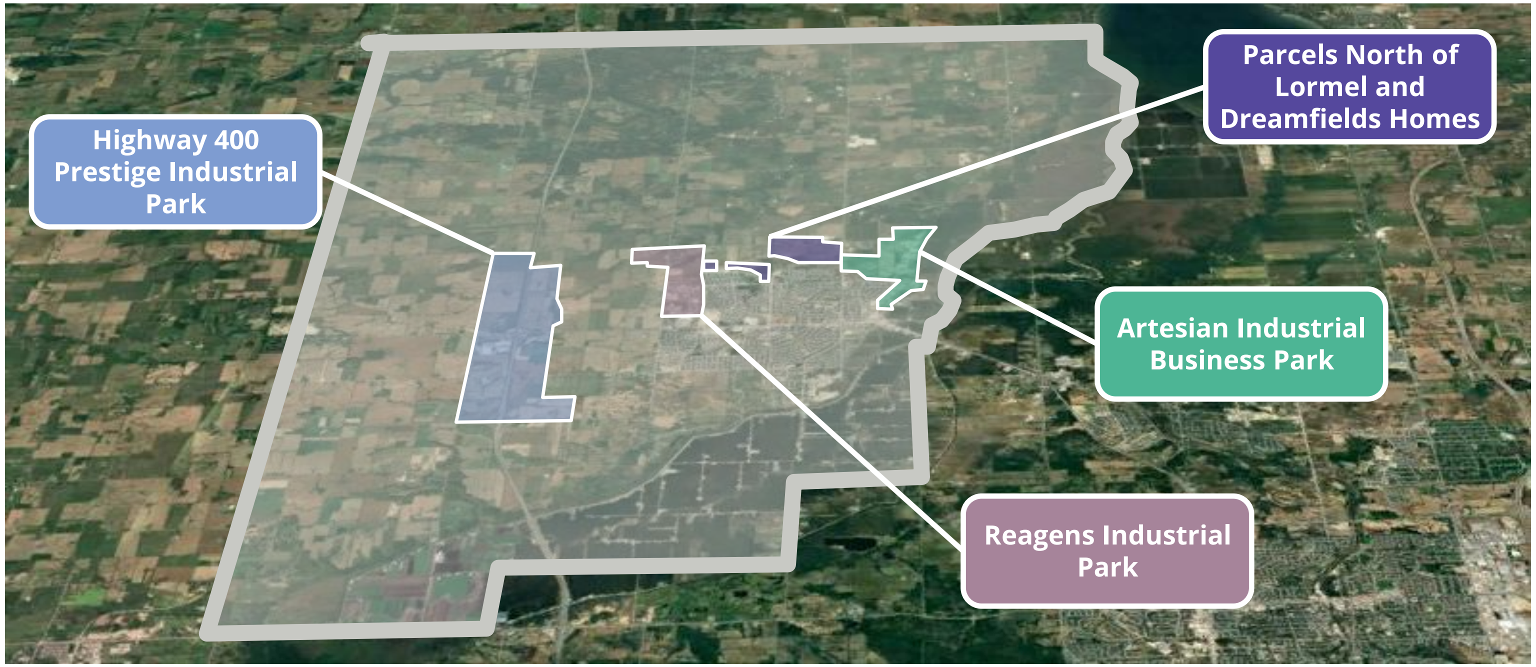
04. BWG Industrial Parks Vacant Land Overview

Summary Statistics

In looking at Artesian Industrial Business Park, Reagens Industrial Park and the Highway 400 Prestige Industrial Park, there is collectively over 1,800 acres of gross developable land and over 1,450 acres of net developable land.

Utilizing documentation and calculations provided by BWG, it is assumed that there will be a total of 366 acres that will be vacant on a long-term basis, which effectively leads the assumption that there is approximately 1,100 acres of land available for development in the short- and medium-term future.

Based on Avison Young's review and through consultation with Town of BWG staff, it is understood that most *(if not all)* of the lands identified herein are presently vacant and / or significantly under-utilized.



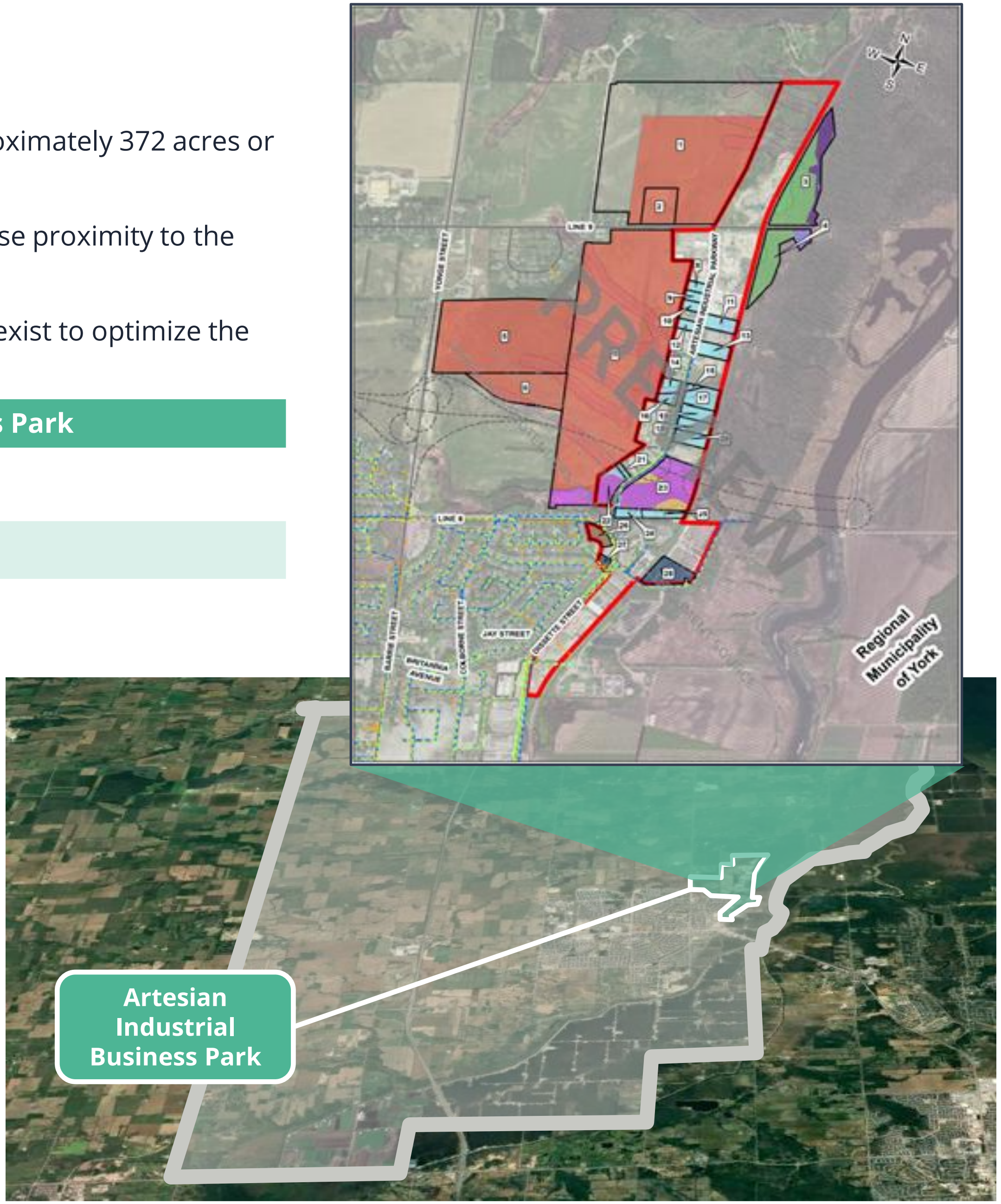
Employment Area	Vacant Land Area *Gross Developable Acres*	Vacant Land Area *Net Developable Acres*	Long-Term Land Vacancy	Net Land Area Acres
Calculation	*A*	*B = A x 80%*	*C*	*D = B - C*
Artesian Industrial Business Park	321	274	64	192
Reagens Industrial Park	148	126	30	89
Highway 400 Employment Lands – *Excluding Reserve Lands*	741	630	148	445
Highway 400 Employment Lands – *Reserve Lands*	395	336	79	237
Highway 400-400 Link Employment Lands	222	190	44	133
Town of BWG	**1,829**	**1,463**	**366**	**1,097**

04. Artesian Industrial Business Park

- The Artesian Industrial Business Park encompasses some 28 parcels of land within approximately 372 acres or 150 hectares.
- The node is located on the northern east end of the Town's urban boundary and is in close proximity to the downtown.
- While a variety of businesses exist within the lands today, a wide realm of opportunities exist to optimize the lands and their overall impact on BWG.

	Artesian Industrial Business Park
Type	Industrial Business Park
Parcels *(count)*	28
Size	371.56 *acres*

Strengths	Weaknesses
• Established employment node with existing tax base • Likely serviced / lower infrastructure burden • Close to residential labour supply • Recognized industrial location	• Fragmented ownership (28 parcels) • Lower-density / aging-built form • Land-use conflicts with adjacent housing • Limited large-scale redevelopment potential • Environmental constraints on eastern parcels
Opportunities	**Threats**
• Intensification (higher job density) • Reinvestment / modernization incentives • Zoning updates (flex, last-mile uses) • SME business cluster support	• Pressure for conversion to non-employment uses • Compatibility complaints (noise/traffic) • Slow reinvestment pace • Reduced competitiveness vs newer parks

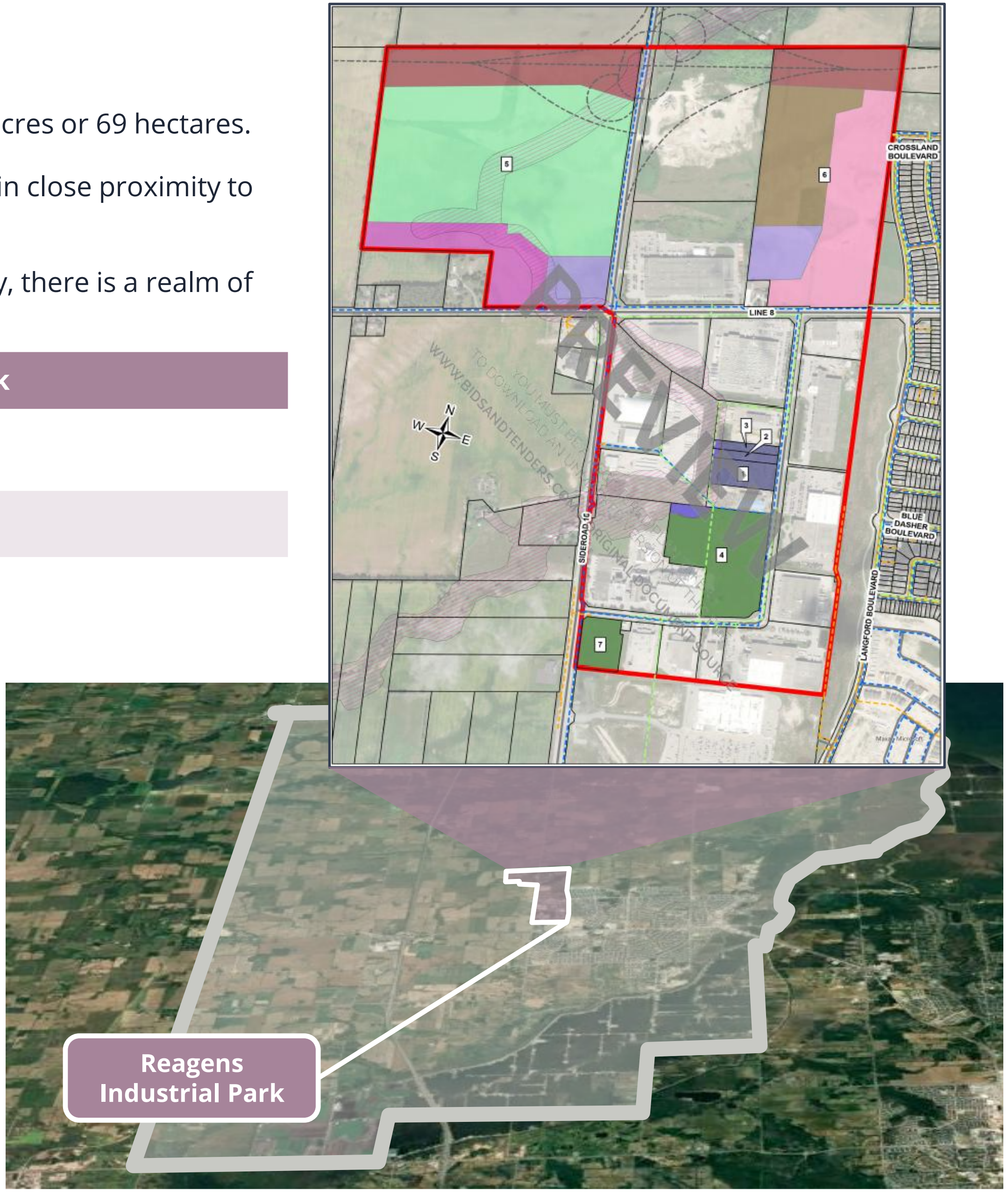


04. Reagens Industrial Park

- Reagens Industrial Park encompasses some 7 parcels of land within approximately 170 acres or 69 hectares.
- The node is located on the north-western side end of the Town's urban boundary and is in close proximity to the downtown
- While Reagens Industrial Park is the smallest of the four nodes involved with this strategy, there is a realm of opportunities that exist to optimize the lands and their overall impact on the Town

	Reagens Industrial Park
Type	Industrial Park
Parcels *(count)*	**7**
Size	**170.03** *acres*

Strengths	Weaknesses
• Large, consolidated parcels (7 total) • Easier coordination with fewer landowners • Potential for cohesive planning • Suitable for campus-style development	• Smaller overall scale (170 acres) • Lower market visibility vs Hwy 400 lands • Possible servicing limitations • Limited cluster-wide impact
Opportunities	**Threats**
• Targeted sector clustering (advanced manufacturing, niche uses) • Municipal-led coordinated planning • Strategic partnerships with few owners • Pilot higher-density employment policies	• Underutilization risk without positioning • Competition from Hwy 400 corridor lands • Piecemeal development risk • Market perception as secondary location • Pressure to convert to residential zoning

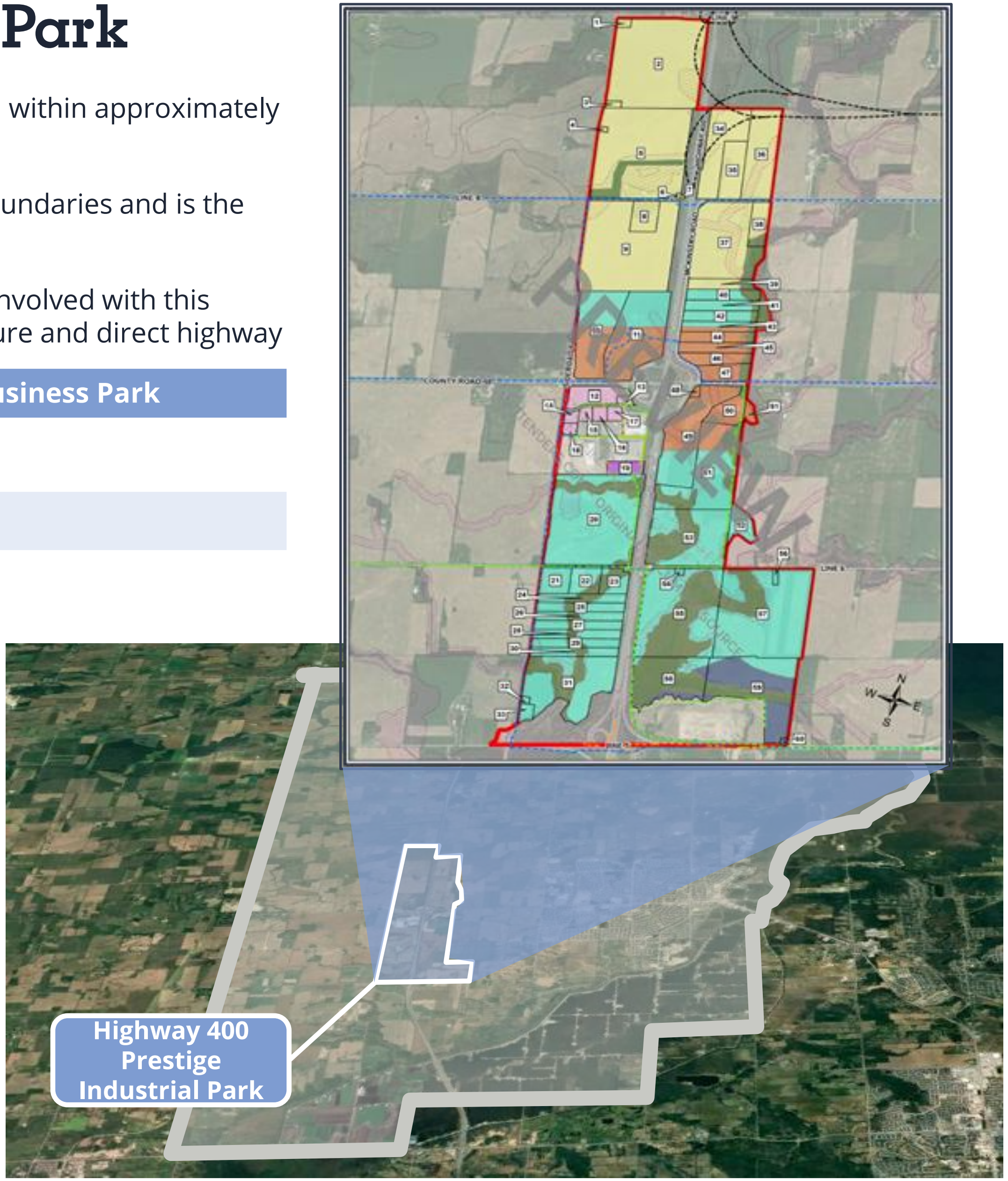


04. Highway 400 Prestige Industrial Business Park

- The Highway 400 Prestige Industrial Business Park encompasses some 60 parcels of land within approximately 1,400 acres or 570 hectares.
- The node is located along the Highway 400 corridor on the western side of the Town's boundaries and is the furthest industrial node away from the Town's Downtown.
- While the Highway 400 Prestige Industrial Business Park is the largest of the four nodes involved with this strategy, the area benefits from significant existing and future transportation infrastructure and direct highway accessibility to other major markets.

	Highway 400 Prestige Industrial Business Park
Type	Industrial Business Park
Parcels *(count)*	**60**
Size	**1,403.71** *acres*

Strengths	Weaknesses
• Largest cluster (~1,400 acres; ~65% of supply) • Direct Highway 400 exposure • Ability to attract large-format users • Regionally competitive industrial location	• High infrastructure cost requirements • Fragmented ownership (60 parcels) • Long development horizon • Potential environmental constraints
Opportunities	**Threats**
• Anchor tenant attraction (logistics, distribution) • Master-planned employment district • Phased servicing strategy • Major tax base growth potential • ESG / modern industrial positioning	• Strong competition along Hwy 400 corridor • High servicing costs impacting feasibility • Economic cycle affecting absorption • Land speculation delaying buildout

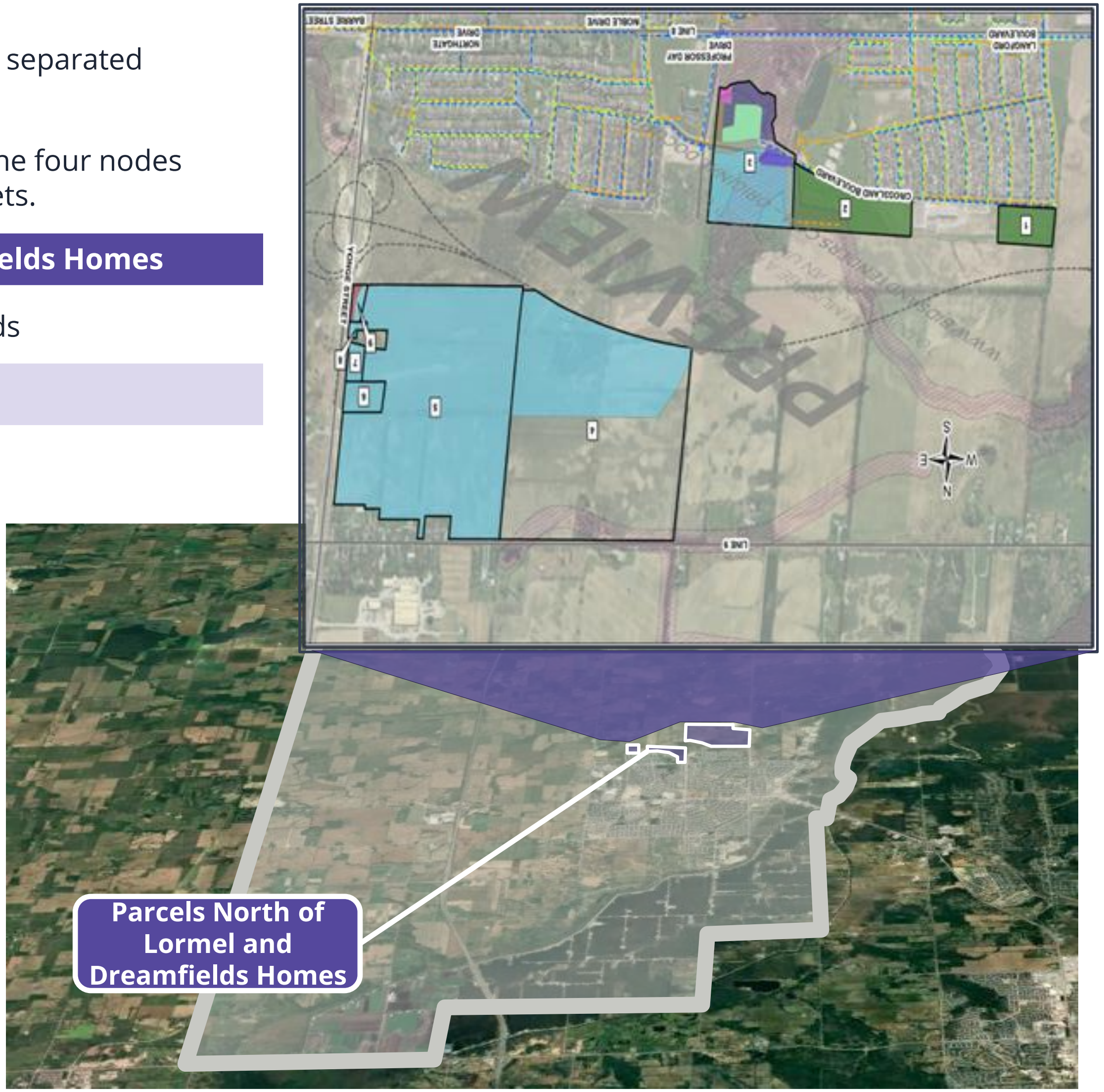


04. Parcels North of Lormel and Dreamfields Homes

- The Parcels North of Lormel and Dreamfields Homes collectively encompass some 9 parcels of land within approximately 220 acres or 90 hectares.
- The node is located directly north of the Town's urban boundary and is formed of three separated pockets of land, all of which are in close proximity to the Town's downtown node.
- While the Parcels North of Lormel and Dreamfields Homes are the second smallest of the four nodes involved with this strategy, a range of opportunities exist for each of the separate pockets.

	Parcels North of Lormel and Dreamfields Homes
Type	Industrial / Employment Lands
Parcels *(count)*	**9**
Size	**222.27** *acres*

Strengths	Weaknesses
• Large vacant land supply (~222 acres) • Moderate parcel structure (9 parcels) • Flexible planning opportunity • Proximity to growing residential base	• Policy uncertainty (CPA 5 review) • Not yet integrated into employment system • Servicing requirements unclear • Residential compatibility pressures
Opportunities	**Threats**
• Policy reset to align with employment goals • Near-term "shovel-ready" land pipeline • Transitional employment uses (light industrial, flex) • Early-stage design and buffering control	• Redesignation pressure (residential uses) • Delays from policy uncertainty • Political/community pressure • Reduced employment intensity due to buffering



04. BWG Industrial Parks Preliminary SWOT Analysis

Summary Overview

	Artesian Industrial Business Park	Reagens Industrial Park	Highway 400 Prestige Industrial Business Park	Parcels North of Lormel and Dreamfields Homes
Strengths	• Established employment node with existing tax base • Likely serviced / lower infrastructure burden • Close to residential labour supply • Recognized industrial location	• Large, consolidated parcels (7 total) • Easier coordination with fewer landowners • Potential for cohesive planning • Suitable for campus-style development	• Largest cluster (~1,400 acres; ~65% of supply) • Direct Highway 400 exposure • Ability to attract large-format users • Regionally competitive industrial location	• Large vacant land supply (~222 acres) • Moderate parcel structure (9 parcels) • Flexible planning opportunity • Proximity to growing residential base
Weaknesses	• Fragmented ownership (28 parcels) • Lower-density / aging-built form • Land-use conflicts with adjacent housing • Limited large-scale redevelopment potential • Environmental constraints on eastern parcels	• Smaller overall scale (170 acres) • Lower market visibility vs Hwy 400 lands • Possible servicing limitations • Limited cluster-wide impact	• High infrastructure cost requirements • Fragmented ownership (60 parcels) • Long development horizon • Potential environmental constraints	• Policy uncertainty (CPA 5 review) • Not yet integrated into employment system • Servicing requirements unclear • Residential compatibility pressures
Opportunities	• Intensification (higher job density) • Reinvestment / modernization incentives • Zoning updates (flex, last-mile uses) • SME business cluster support	• Targeted sector clustering (advanced manufacturing, niche uses) • Municipal-led coordinated planning • Strategic partnerships with few owners • Pilot higher-density employment policies	• Anchor tenant attraction (logistics, distribution) • Master-planned employment district • Phased servicing strategy • Major tax base growth potential • ESG / modern industrial positioning	• Policy reset to align with employment goals • Near-term "shovel-ready" land pipeline • Transitional employment uses (light industrial, flex) • Early-stage design and buffering control
Threats	• Pressure for conversion to non-employment uses • Compatibility complaints (noise/traffic) • Slow reinvestment pace • Reduced competitiveness vs newer parks	• Underutilization risk without positioning • Competition from Hwy 400 corridor lands • Piecemeal development risk • Market perception as secondary location • Pressures to convert to residential zoning	• Strong competition along Hwy 400 corridor • High servicing costs impacting feasibility • Economic cycle affecting absorption • Land speculation delaying buildout	• Redesignation pressure (residential uses) • Delays from policy uncertainty • Political/community pressure • Reduced employment intensity due to buffering

05. Industrial Market Insights and Analytics

Bradford West Gwillimbury

AVISON YOUNG

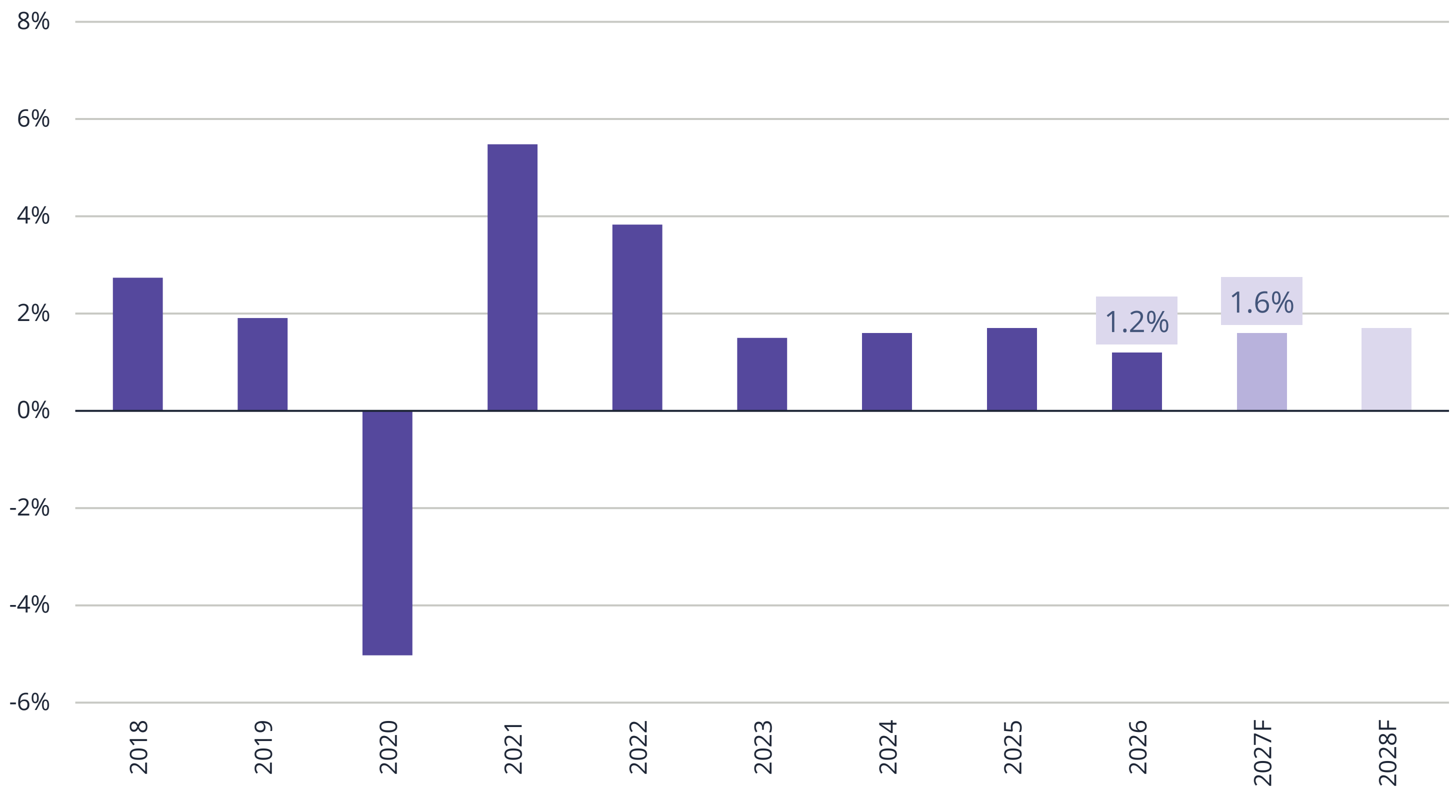
5.1

Economic drivers

05. Canadian real GDP growth forecast

As GDP grows, so does industrial demand—economic expansion fuels greater production, consumption, and e-commerce activity, all of which are essential drivers for modern industrial space to support manufacturing, warehousing, and distribution.

Canadian real GDP growth forecast



Source: Statistics Canada and Bank of Canada calculations and projections

Key Takeaways

- Beyond 2025, Canada's economy is expected to remain on a subdued growth path as U.S. tariffs and trade uncertainty continue to weigh on exports and investment.
- Real GDP growth is projected at 1.2% in 2026, with elevated fuel prices contributing to firmer inflation and constraining consumer spending. As oil prices are assumed to ease, growth is forecast to improve to 1.6% in 2027, though it will remain below historical averages.

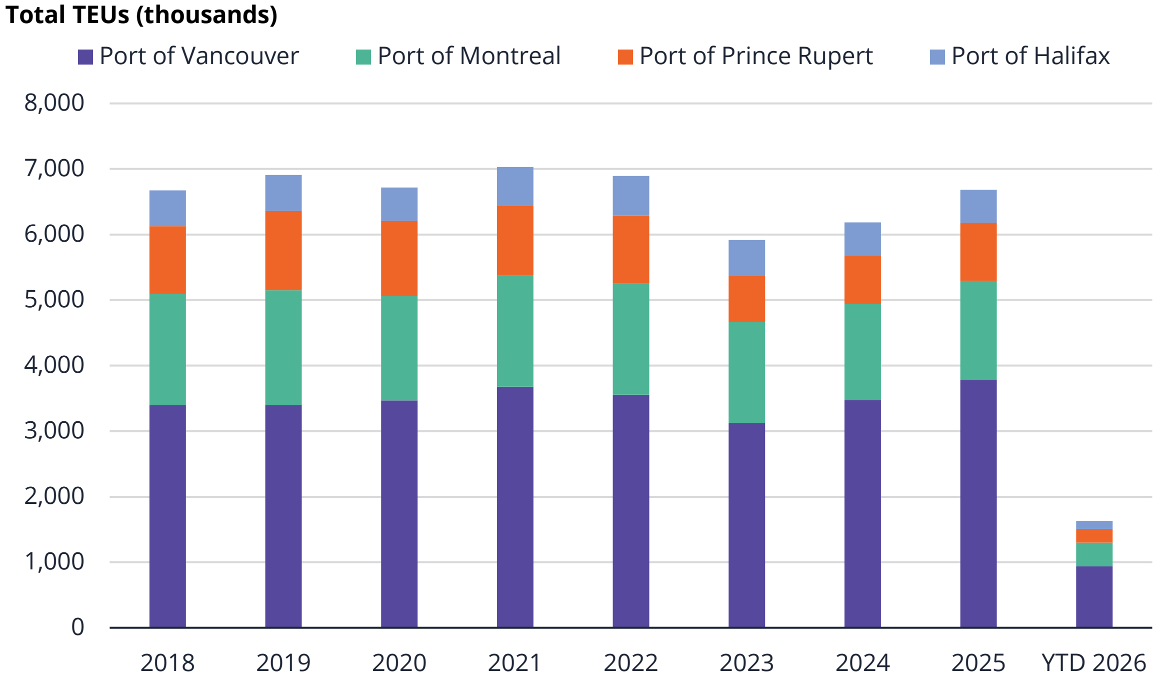
05. Container Port Activity as a Barometer of Industrial Demand

Canada's major container ports are a leading indicator of industrial market health, reflecting the flow of imported goods that require warehousing, distribution, and logistics space. Total TEU *(Twenty-foot Equivalent Unit" e.g. shipping containers)* volumes across Vancouver, Montréal, Prince Rupert, and Halifax grew by just over 8% year-over-year in 2025 — signaling a recovery in trade activity that feeds directly into demand for industrial real estate.

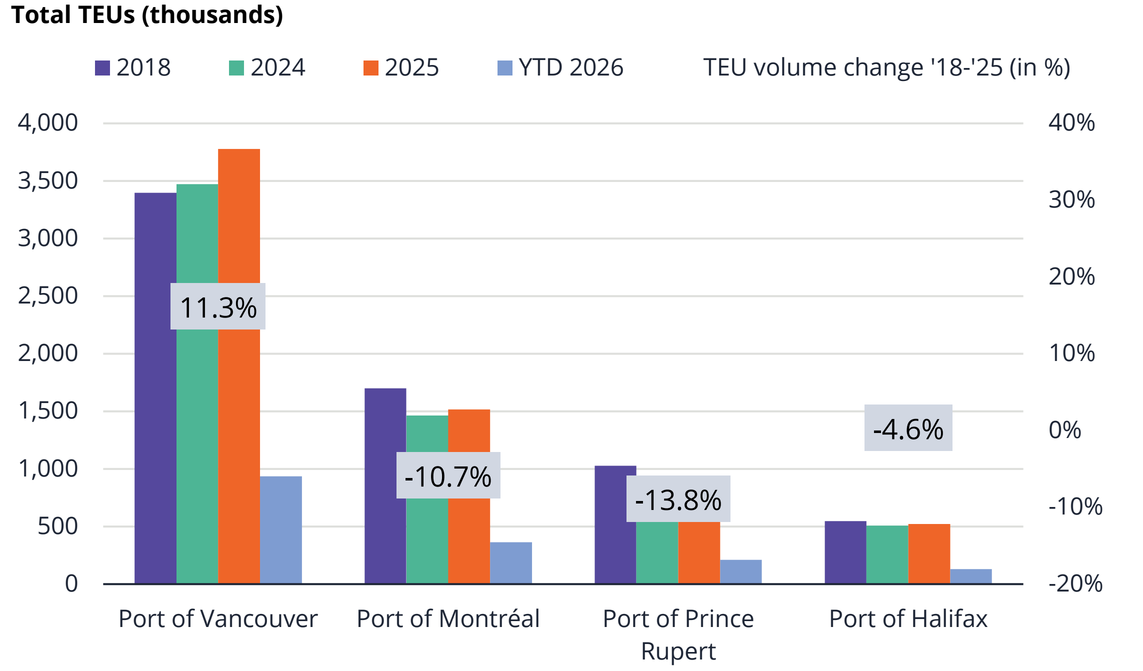
The longer-term picture shows significant divergence. From 2018 to 2025, aggregate volumes were essentially flat (+0.5%), with Vancouver growing 11.3% while the three eastern ports all recorded declines. This concentration of growth on the West Coast has reinforced demand for distribution infrastructure serving central Canada.

For inland markets like BWG and the broader GTHA, the connection is direct. Container traffic arriving at Canadian ports must move inland for processing and distribution — and the GTHA, sitting at the center of Canada's largest consumer market with direct Highway 400 access, is strategically positioned to capture that demand. Sustained port activity, combined with structural tailwinds from e-commerce growth and supply chain diversification, supports continued occupier interest in well-located industrial space.

Total twenty-foot equivalent units (TEUs) handled at four major container ports



Total twenty-foot equivalent units (TEUs) handled at four major container ports



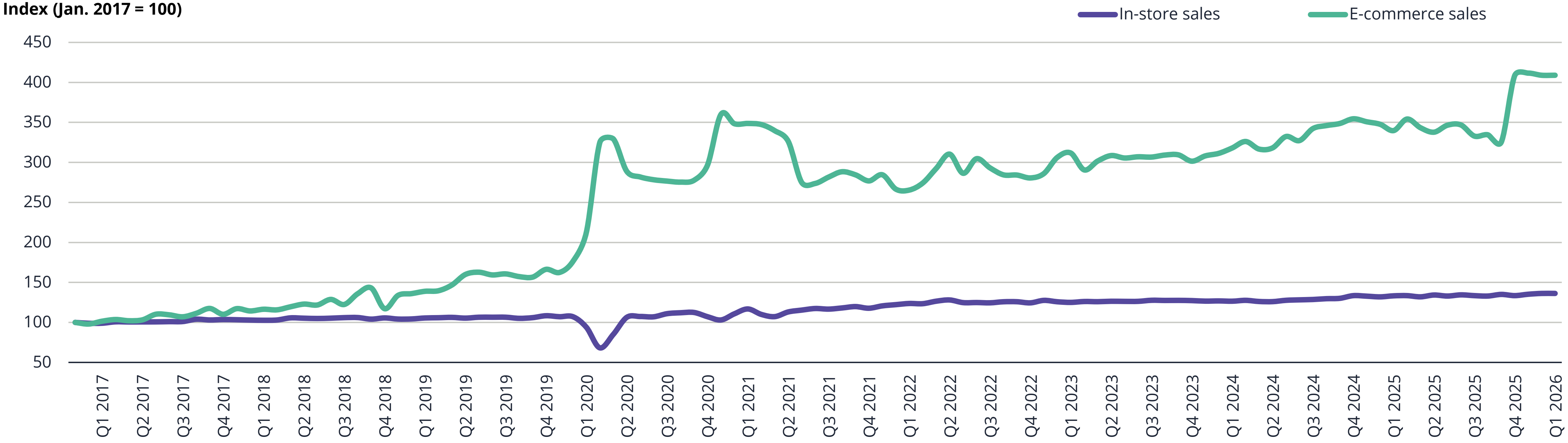
Source: Individual Port Authorities . Port of Halifax YTD 2026 volume is estimated.

05. Canadian e-commerce trends

E-commerce as a driver of industrial demand: From a common baseline in 2017, e-commerce sales have grown to more than four times their original level by early 2026, while in-store sales have barely moved. The pandemic accelerated this shift dramatically — e-commerce nearly doubled overnight in Q1 2020 — but that growth was retained and has continued climbing. The most recent data shows another sharp spike into Q1 2026, pushing e-commerce to its highest recorded level at around 410 on the index.

What this means for industrial markets: Every dollar spent online requires roughly three times more warehouse space than a dollar spent in a physical store. The sustained divergence between the two lines translates directly into structural, long-term demand for logistics and industrial space — particularly on major highway corridors where goods can move efficiently to consumers. With e-commerce accounting for 6–7.5% of total Canadian retail sales and showing renewed momentum in early 2026, occupier demand for well-located distribution space remains strong. For BWG, sitting on Highway 400 between the GTA and Central Ontario, this reinforces the long-term case for its employment lands — the businesses that need that space have to go somewhere, and proximity to both population and infrastructure is what drives their location decisions.

Indexed monthly retail e-commerce sales vs. in-store sales



Source: Statistics Canada, Monthly Retail Trade Survey

5.2

Industrial Leasing Fundamentals

05. Key Takeaways

Resilient fundamentals amid near-term uncertainty

01

Fundamentals remain healthy

- Pace of new supply is moderating, absorption is positive
- Values and rental rates relatively stable
- Flight to quality and operational efficiency define demand

02

Uncertainty continues to loom on the horizon

- Unpredictable tariff policies
- CUSMA negotiations in 2026
- Geopolitics (energy)

03

Potentially compelling long-term opportunities

- New trading corridors, repatriation
- Local demand and investments
- Defence spending and Federal government procurement policies

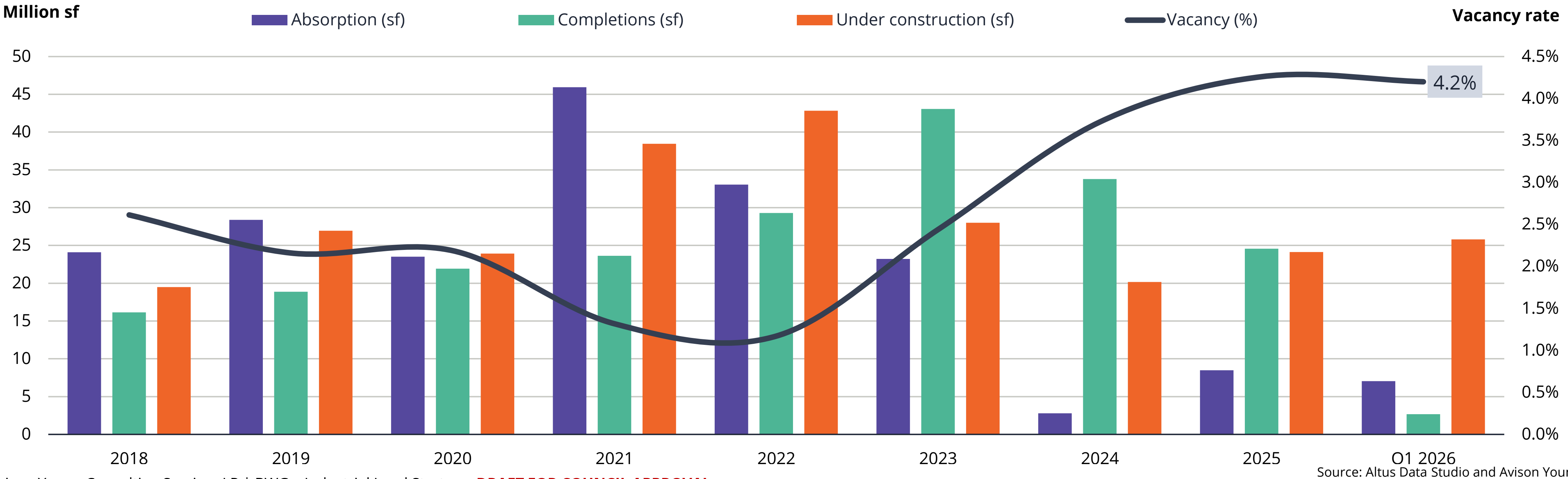
05. Canadian Leasing velocity tapers off while new supply completions return to normal

After a decade of exceptional performance, Canada's seven major industrial markets are navigating a correction that appears to be approaching its floor. The 2021 peak — when net absorption reached approximately 46 million square feet against a vacancy rate below 1.5% — set a benchmark that was never sustainable, and the subsequent supply response has defined market conditions ever since.

The correction accelerated through 2023 and 2024 as record completions outpaced a softening demand base. Net absorption collapsed to under 3 million square feet in 2024 — the weakest reading in the period — while vacancy climbed steadily from its trough to 4.2% by Q1 2026. Under-construction volumes have pulled back meaningfully from their 2022 peak, reflecting developer discipline in response to weaker leasing conditions and tighter financing.

Early 2026 data points to tentative stabilization. Q1 absorption of 7.1 million square feet exceeded completions of 2.7 million square feet, easing near-term supply pressure and suggesting occupier demand is beginning to re-engage. Vacancy edged down to 4.2% but remains elevated relative to the sub-2% levels that defined the 2020–2022 cycle, leaving further improvement dependent on sustained demand and continued restraint on new deliveries.

For markets like BWG, where vacancy and development charge advantages remain structurally compelling, a stabilizing national backdrop supports the case for renewed occupier and investor interest in well-positioned employment land.



Source: Altus Data Studio and Avison Young Market Intelligence. Seven major markets

05. GTA Overall Industrial Market Overview

Healthy absorption offsets softer rent environment

Positive net absorption of 4.5 million sf was recorded in Q1 2026, representing a solid start to the year. This was accompanied by a 30-bps decline in the vacancy rate during the quarter to 3.0%, although vacancy remained 20 basis points higher on a year-over-year basis. Sublet vacancy totaled more than 2.6 million sf, accounting for approximately 9% of total vacant space across the GTA. Steady leasing activity supported an overall reduction in vacant area across most submarkets. Vacancy declined by 200 bps in the East to 3.8% and by 50 bps in the West to 3.6%, while increases were recorded in the North (up 20 bps to 2.2%) and in Central (up 30 bps to 2.4%).

Key lease transactions signed during the first quarter of 2026 included Shein's 535,100-sf lease at 400 Anatolian Dr. in Vaughan, Geodis' 470,000-sf lease at 537 Kingston Rd. E. in Ajax, and D-Home International Logistics' 327,300-sf lease at 9501 Highway 50 in Vaughan.

Tenant demand in the GTA continued to be led by logistics and distribution users, followed by manufacturing, technology and pharmaceutical firms, and occupiers in retail, e-commerce, and consumer goods and services.

The average asking net rental rate declined by $0.18 to $16.38 psf in Q1 2026. On a year-over-year basis, asking rents decreased by 6% and were approximately 8% lower than three years ago. Despite recent softening, average net rents have increased by 56% over the past five years. GTA North recorded the highest average net rental rates at $17.42 psf, while GTA Central remained the most economical submarket at $15.36 psf.

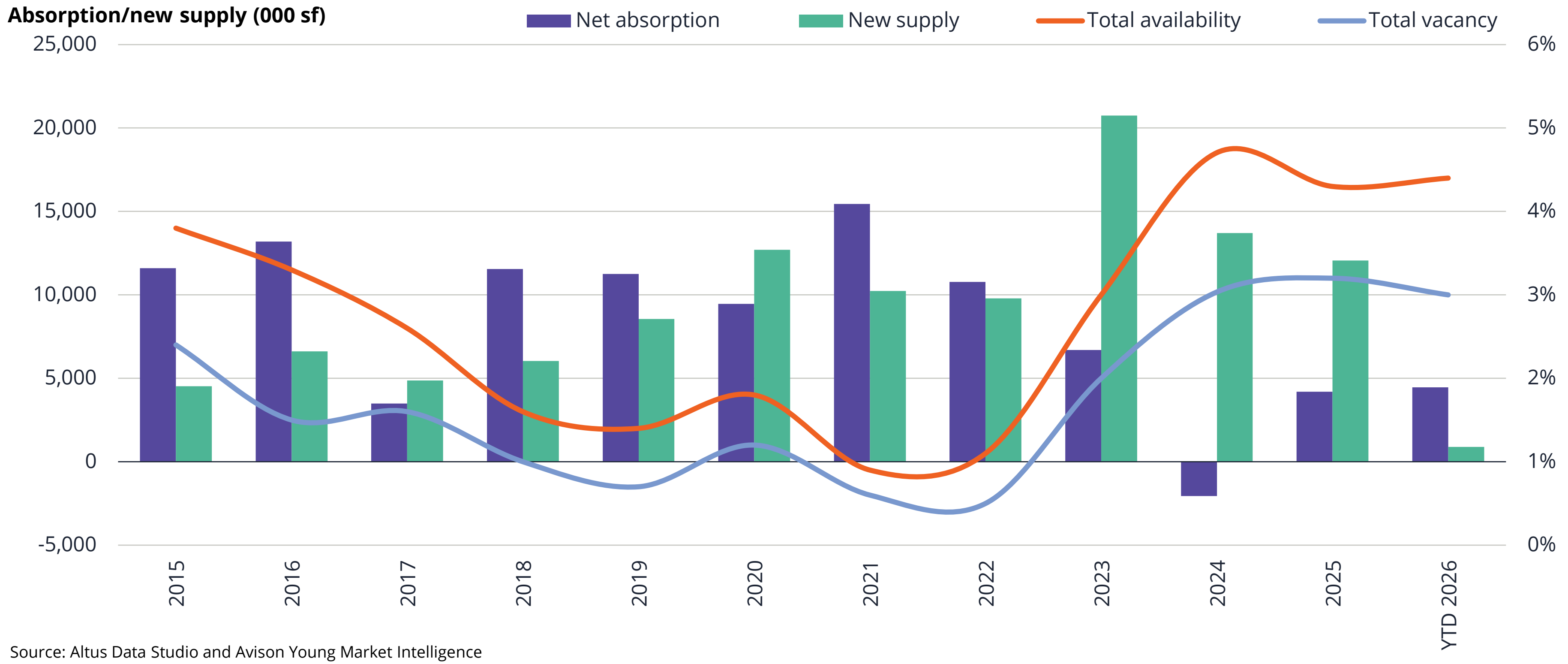
First-quarter completions totaled 896,000 sf across four buildings, all of which were vacant upon delivery. At quarter-end, 24 buildings totaling 10.5 million sf were under construction across the GTA. GTA West accounted for 75% of construction activity, followed by GTA North at 15% and GTA Central at 10%, while all construction activity in the GTA East was completed during the quarter. An additional 165 buildings were in the pre-construction stage, representing the potential addition of approximately 59 million sf (1% pre-leased) across the GTA market.

Q1 2026	Quarter-over-quarter
960M sf inventory	↑
28M sf vacant area	↓
$16.38 psf average asking net rental rate	↓
$376 psf average sale price psf	↑
10.5M sf **24 buildings** under construction	↑

05. GTA Industrial Markets: Key Indicators

The GTA industrial market is navigating a meaningful correction after nearly a decade of exceptionally tight conditions. A surge in new supply in 2023, combined with softening demand, has shifted the balance of power from landlords to tenants for the first time in years.

Greater Toronto industrial market indicators



Source: Altus Data Studio and Avison Young Market Intelligence

Key takeaways:

- Strong net absorption outpaced new supply consistently from 2015–2022, keeping the market extremely tight
- 2023 marked the inflection point — new supply spiked to ~20,500 units while absorption fell sharply to ~6,500
- Total availability has climbed from a ~1% trough in 2021–22 to nearly 5%, with vacancy rising to ~3%
- Net absorption turned negative in 2024, signaling tenants are returning space faster than it is being filled

Bottom Line: The GTA industrial market is in a correction phase after an exceptional 2015–2022 run. The supply overhang from 2023 continues to pressure availability and vacancy rates, and tenant demand has not recovered enough to rebalance the market. Watch for further rental rate softening and increased landlord concessions in the near term, which will delay construction for new ICI space from speculative builders.

05. GTA Industrial Market Asking Rents

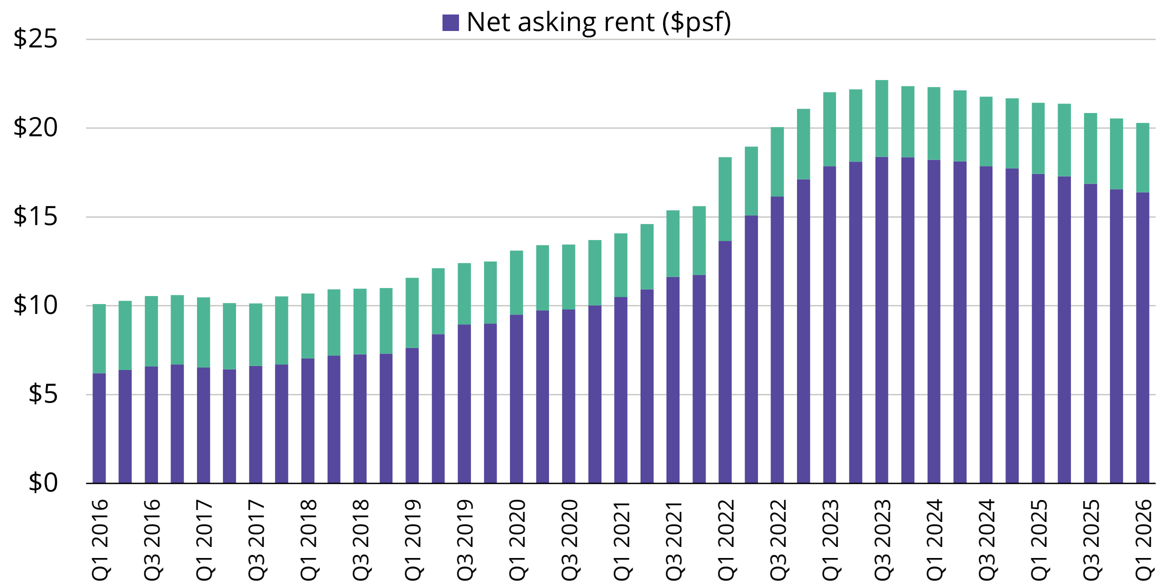
The GTA industrial rental market is undergoing a period of measured correction following several years of exceptional growth. After a sustained upward trajectory that saw average net asking rents peak above $22 psf in 2023–2024, the market has begun to soften, with average asking net rents declining 6% year-over-year — consistent with the broader normalization playing out across Canadian industrial markets.

This adjustment reflects two converging forces: moderating occupier demand and an increase in available supply, conditions that are gradually shifting negotiating leverage toward tenants. This is not an isolated trend, but part of a wider national recalibration following an unprecedented period of industrial rent growth.

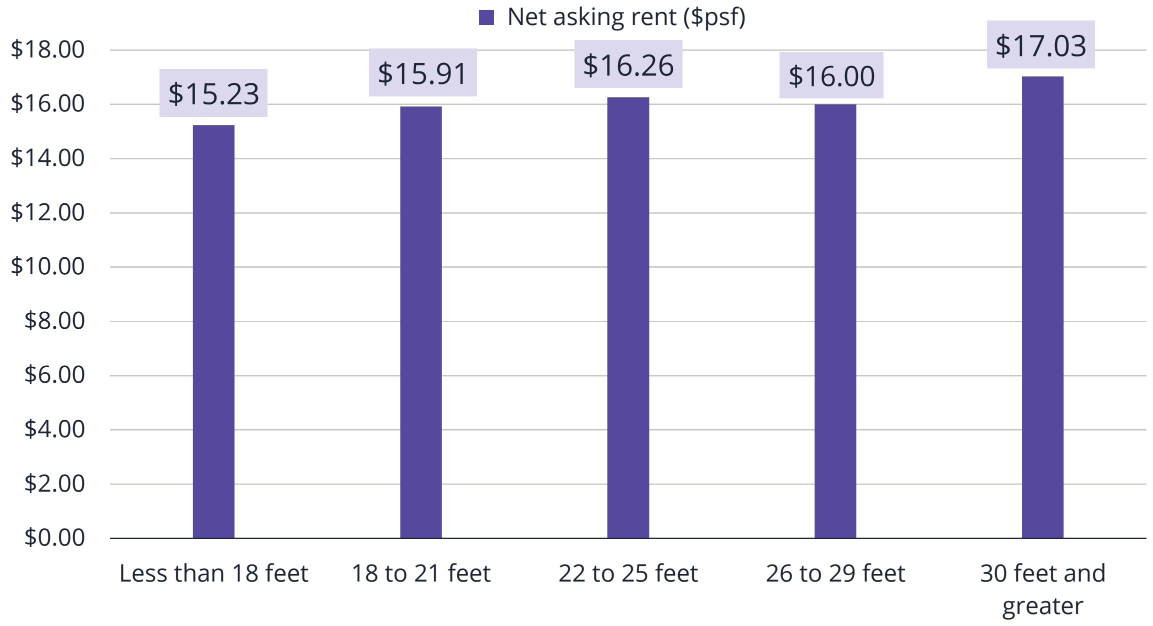
Performance across GTA industrial stock remains uneven. Older, lower-specification units with clear heights below 18 feet are experiencing the steepest declines, while modern high-bay facilities of 26 feet and above are demonstrating considerably greater resilience — reinforcing the growing premium occupiers place on functional, operationally efficient space.

While near-term softening is expected to persist, rents remain structurally elevated relative to pre-2021 levels, suggesting the market is stabilizing rather than experiencing a fundamental downturn.

GTA Average asking rents



GTA Average net asking rents by clear height



Source: Avison Young Market Intelligence

05. GTA Industrial Market Overview – Q1 2026

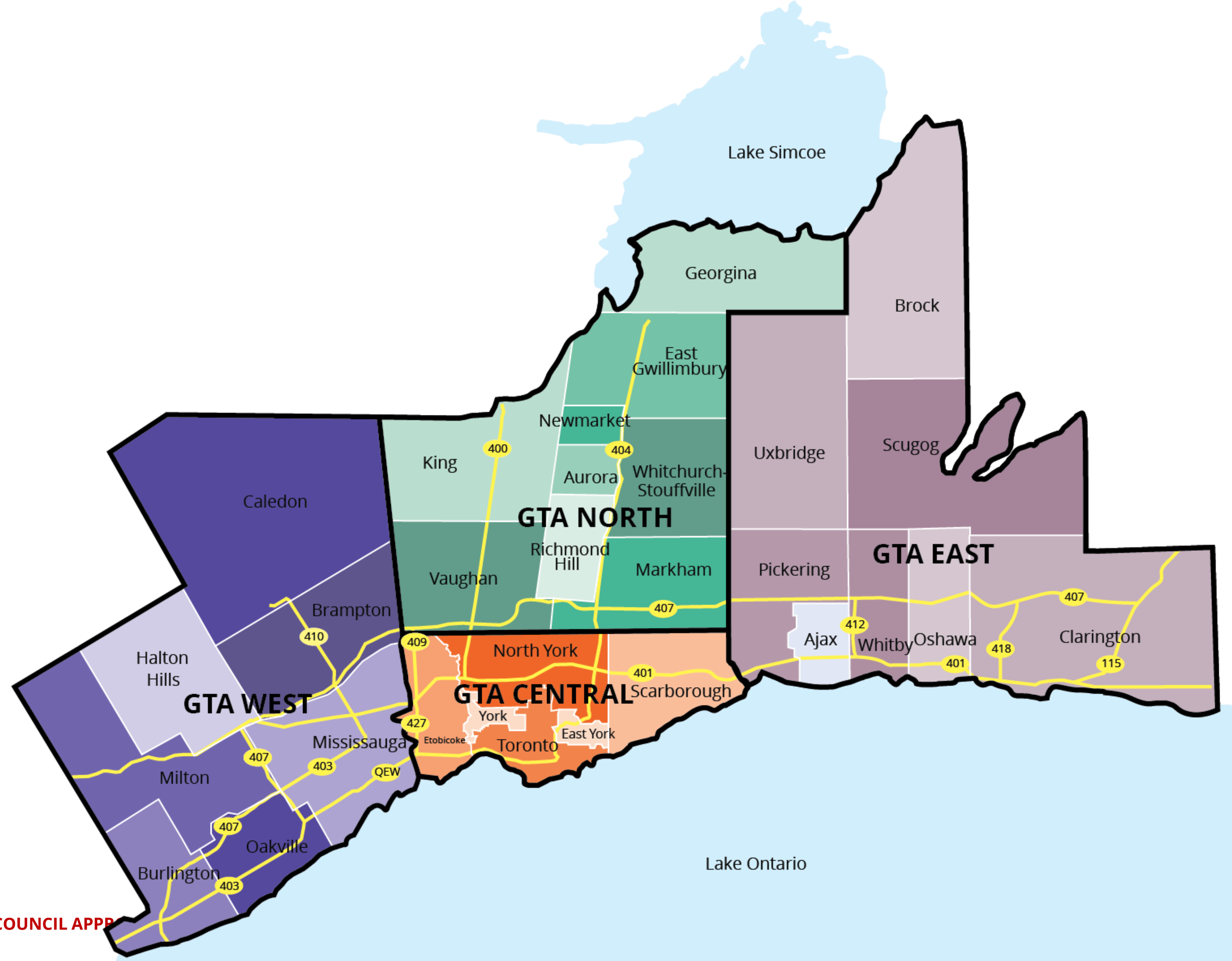
GTA Overall	
Inventory (sf)	960 msf
Vacancy Rate (%)	3.0%
Avg. Net Asking Rent ($psf)	$16.38
Avg. Sale Price ($psf)	$376
Under Construction (sf)	10.5 msf

GTA West Overall	
Inventory (sf)	431 msf
Vacancy Rate (%)	3.6%
Avg. Net Asking Rent ($psf)	$16.56
Avg. Sale Price ($psf)	$375
Under Construction (sf)	7.9 msf

GTA Central Overall	
Inventory (sf)	262 msf
Vacancy Rate (%)	2.4%
Avg. Net Asking Rent ($psf)	$15.36
Avg. Sale Price ($psf)	$389
Under Construction (sf)	1.1 msf

GTA North Overall	
Inventory (sf)	204 msf
Vacancy Rate (%)	2.2%
Avg. Net Asking Rent ($psf)	$17.42
Avg. Sale Price ($psf)	$445
Under Construction (sf)	1.6 msf

GTA East Overall	
Inventory (sf)	64 msf
Vacancy Rate (%)	3.8%
Avg. Net Asking Rent ($psf)	$16.09
Avg. Sale Price ($psf)	$268
Under Construction (sf)	0 sf



05. GTA North Industrial Market Overview

Big-box leasing drives industrial performance

The vacancy rate in the GTA North industrial market increased by 20 bps quarter-over-quarter to 2.2% in Q1, while remaining the lowest among GTA submarkets. Sublet vacancy totaled 513,000 sf, accounting for 12% of overall vacant space.

Asking net rental rates averaged $17.42 psf across the region. Average rents declined 5.1% year-over-year and were down 2.8% compared with three years ago, but 39% higher than five years ago. Within GTA North, average asking rents ranged from $17.23 psf in Markham to $18.16 psf in Aurora.

Leasing activity during the quarter was led by Shein, which signed a new direct lease totaling 535,100 sf at 400 Anatolian Dr. in Vaughan. This was followed by D-Home International Logistics’ 327,300-sf lease at 9501 Highway 50 in Vaughan and Macrodyne’s 60,500-sf lease at 221 Racco Pkwy., also in Vaughan.

Sales activity included the acquisition of 2777 Langstaff Rd. in Vaughan by Franline Investments for $134.7 million, or $286 psf. Valentina Investments purchased 140 Fernstaff Crt. in Vaughan for $20.2 million, or $386 psf, while 215 Konrad Cres. in Markham was acquired by an owner-user group for $14.9 million, or $438 psf.

Two industrial buildings totaling 404,000 sf were completed during the quarter, both located in Vaughan and delivered vacant. At quarter-end, four buildings totaling 1.6 million sf were under construction in Vaughan and Richmond Hill, none of which had secured pre-leasing commitments. An additional 15 buildings remain in the pre-construction stage, representing the potential addition of 6.5 million sf to the market if completed.

Q1 2026	Quarter-over-quarter
204M sf inventory	↑
4.4M sf vacant area	↑
$17.42 psf average asking net rental rate	↓
$445 psf average sale price psf	↑
1.6M sf 4 buildings under construction	↓

05. BWG Market Availability & Vacancy Rates

The BWG industrial market continues to demonstrate exceptionally tight conditions, characterized by persistently low vacancy rates below 2% and availability stabilizing in the 1–2% range. These figures reflect a highly competitive environment where demand consistently outpaces supply, limiting options for businesses seeking space in the area.

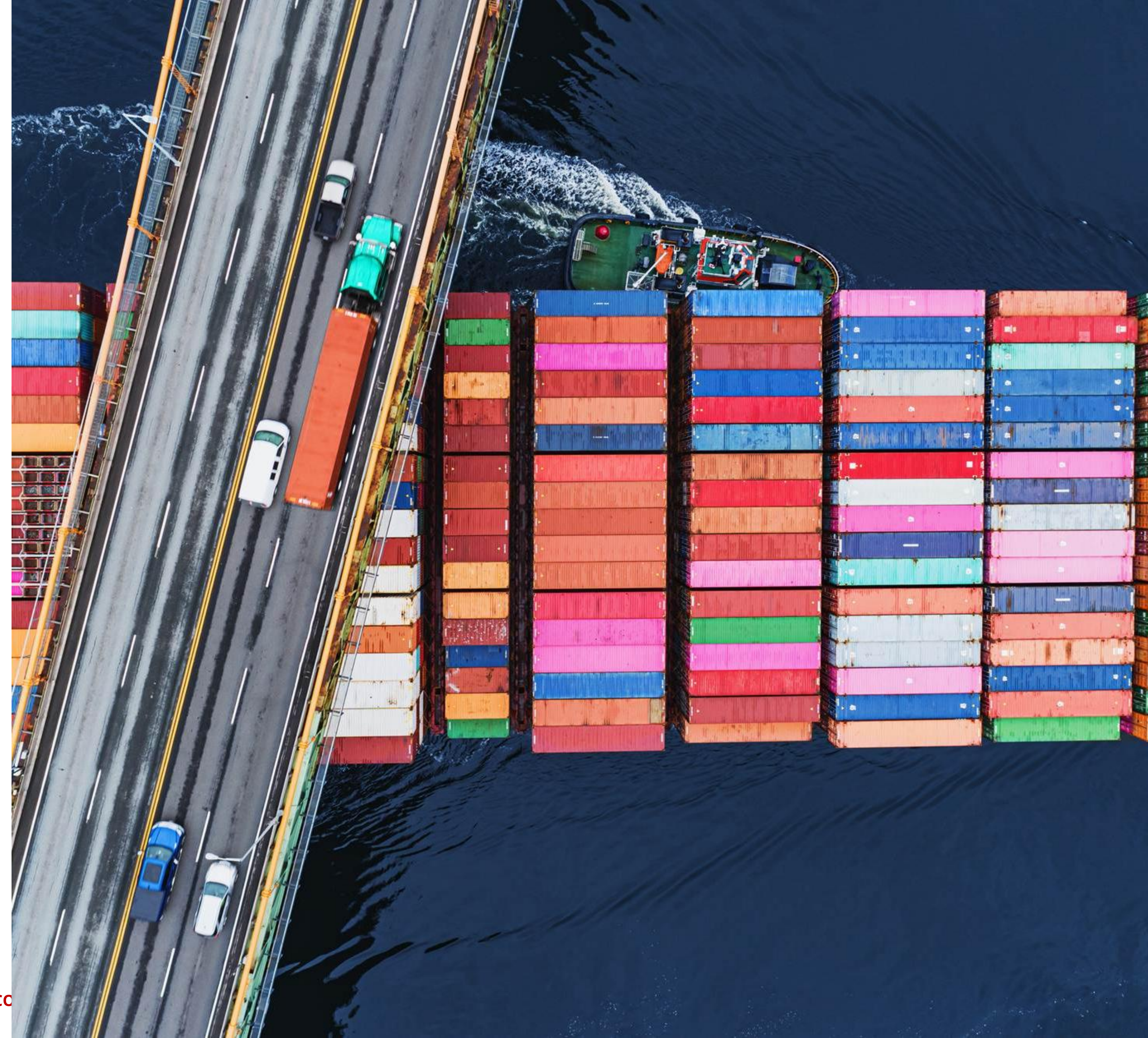
Occupancy rates have remained remarkably strong, averaging above 98% over the past decade—a clear indicator of sustained tenant demand and minimal turnover. This long-term trend underscores the pressing need for new industrial development, as the market currently lacks the capacity to accommodate future growth or shifting user requirements. As a result, BWG presents a compelling case for strategic investment in additional industrial space to support both current and future economic activity.

Historic Cost of Occupancy and Vacancy Rates

Source: CoStar

5.3

Industrial Sales Fundamentals



05. Industrial Investment Market Sentiment

Implications and Themes for BWG

The overall sentiment of commercial real estate capital markets has undergone substantial shifts through recent years. While choppy equity markets and uncertainty surrounding historically stable assets *(e.g., office + retail)* has led investor appetite toward strategically placed alternatives *(e.g., industrial + residential)*, current volatility in the political climate may provide additional challenges that have yet to materialize during unprecedented market growth through the past 5 – 10 years.

New Supply & Demand

- Climbing demand coupled with limited new supply of industrial product has pushed pricing / occupancy costs through recent years
- Market stabilization has occurred due to economic recession / uncertainty and international influences
- Recent market softening has led many owners / occupiers to consider lease vs. purchase alternatives
- Leasing affordability challenges have led demand for owner-user assets

Debt Markets

- Interest rate volatility has recently led affordability challenges for tenants / investors / developers and thus financing challenges for new projects
- Pre-volatility inflated pricing *(2023)* led owners to high pricing expectations
- Stabilizing debt markets continues to lead investor confidence
- Quality of sponsorship is ultimately the driving factor for lenders

Transaction Volumes

- Recent decline of transaction volumes across all asset classes led by interest rate volatility *(e.g., pricing gap)*
- While historic flourishing office and retail markets have recently undergone significant adjustments, investors continue to seek stable asset classes with opportunities to recycle capital *(e.g. industrial and residential development)*
- Stabilization of interest rates and new market norms are sparking investor confidence indicating volumes may increase through the next 12 – 18 months

Land Values

- Low-interest rate financing historically set high pricing expectations for owners
- Recent interest rate stabilization continues to set new valuation norms
- Shortage of high-quality sites in strategic, core locations continues to lead to superior pricing for unique assets
- Greater Toronto's limited land supply coupled with tight market conditions leads investor appetite for well-positioned ICI land product

Foreign Capital

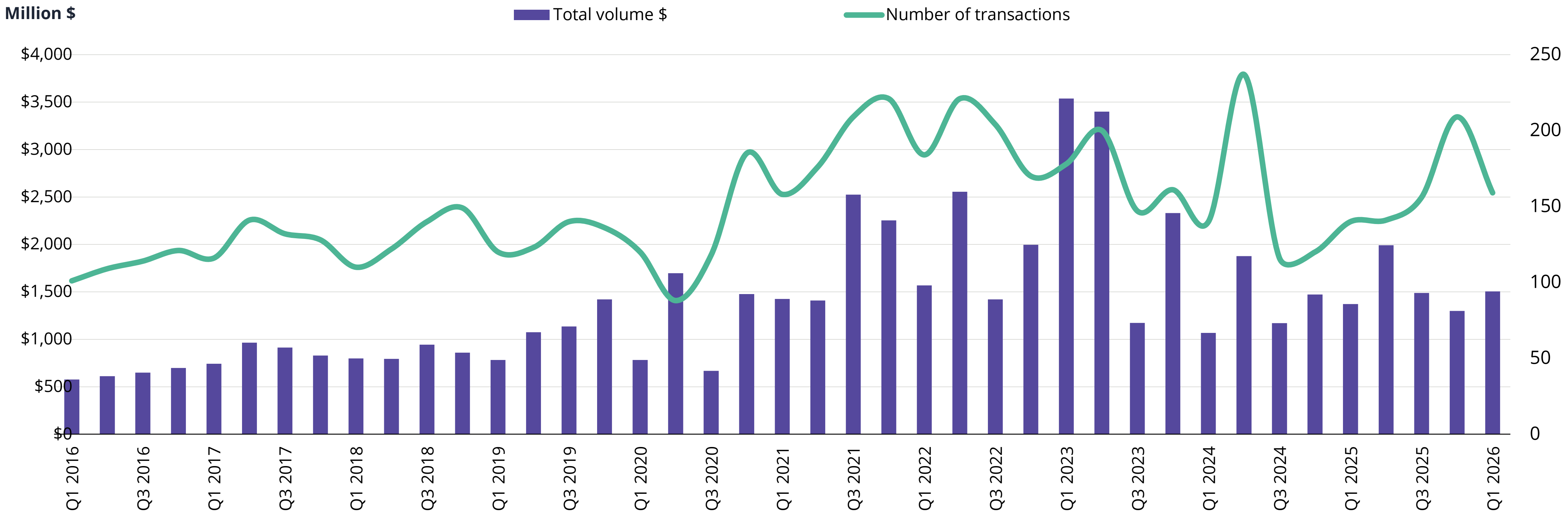
- International capital still aggressively seeking Canadian investments
- Toronto and Vancouver real estate is viewed as a haven for offshore Asian and European wealth
- Typically, long-term investment appetites for deep-pocketed investors

05. Greater Toronto industrial market indicators

The GTA industrial investment market reinforces the stabilization theme, with the data revealing an important distinction between transaction count and dollar volume. While the number of deals has pulled back from the peaks seen in 2023–2024 — when both activity and values were surging — total dollar volume has held up considerably better, rising both quarter-over-quarter and year-over-year into Q1 2026. This divergence suggests that although some buyers remain on the sidelines, those who are transacting are doing so with conviction and at meaningful scale.

Zooming out, the longer-term trajectory is encouraging. Dollar volumes in the GTA have grown substantially from their pre-2020 base and, despite the moderation from the 2023 peak, remain at levels that would have been considered exceptional just five years ago. The gradual recovery in transaction count alongside sustained dollar volume points to a market that is broadening its participation base — a healthy sign that the recovery is gaining traction beyond a handful of large deals. As confidence builds and rate conditions remain supportive, both metrics appear well-positioned to strengthen through the remainder of 2026.

Investment sales volume

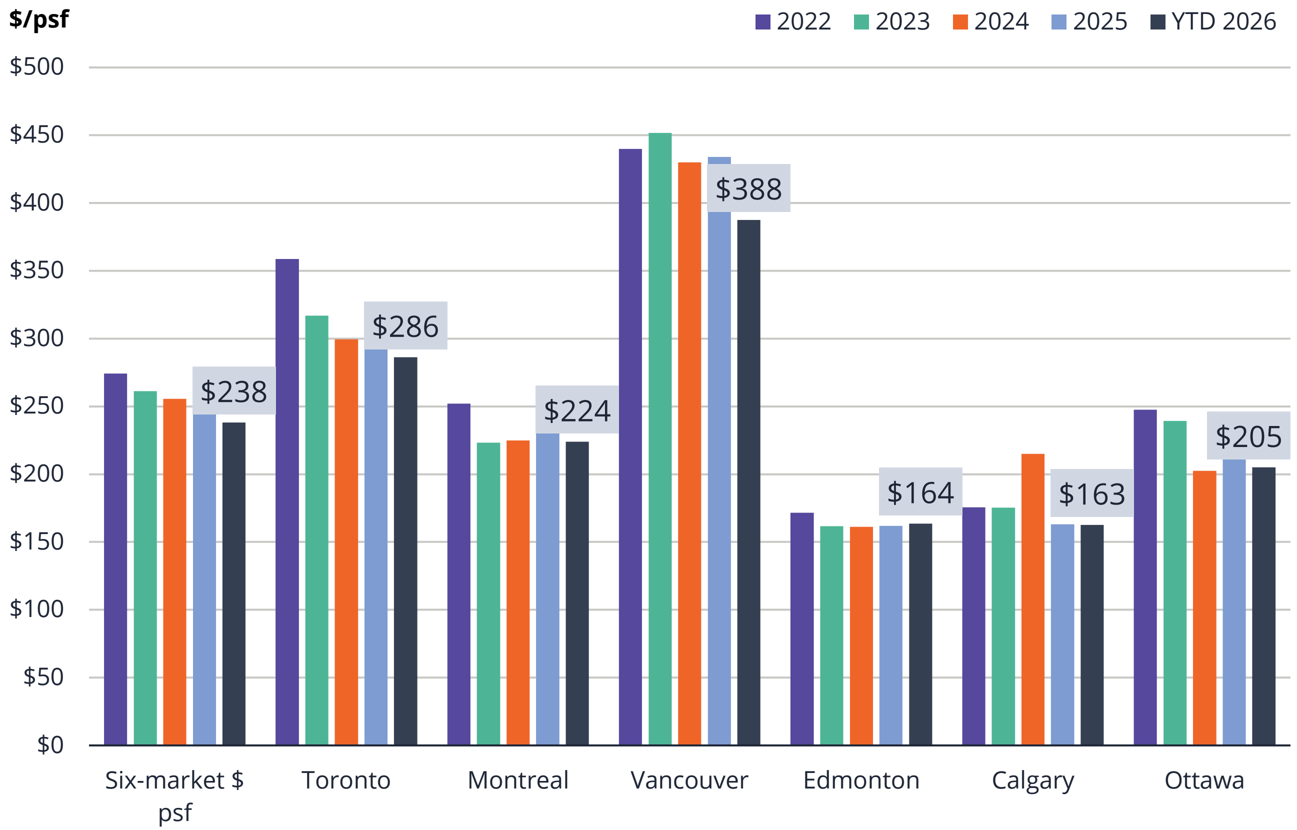


Source: Altus Data Studio. Transactions over $1 million
Excludes non-arms and business transactions.

05. Canadian industrial sales pricing trends

Following an exceptional run-up in values driven by historically strong occupier demand and a low-rate environment, Canadian industrial pricing has undergone a healthy period of consolidation. Rather than a prolonged downturn, this moderation reflects the market finding a more sustainable equilibrium — and the most recent data confirms that stabilization is now underway, with pricing firming across several key markets. The fundamental drivers of industrial demand remain intact, and with borrowing conditions easing, the market appears well-positioned to build on this base.

Average unit values $/per square foot (psf)
(benchmark single-tenant industrial asset)



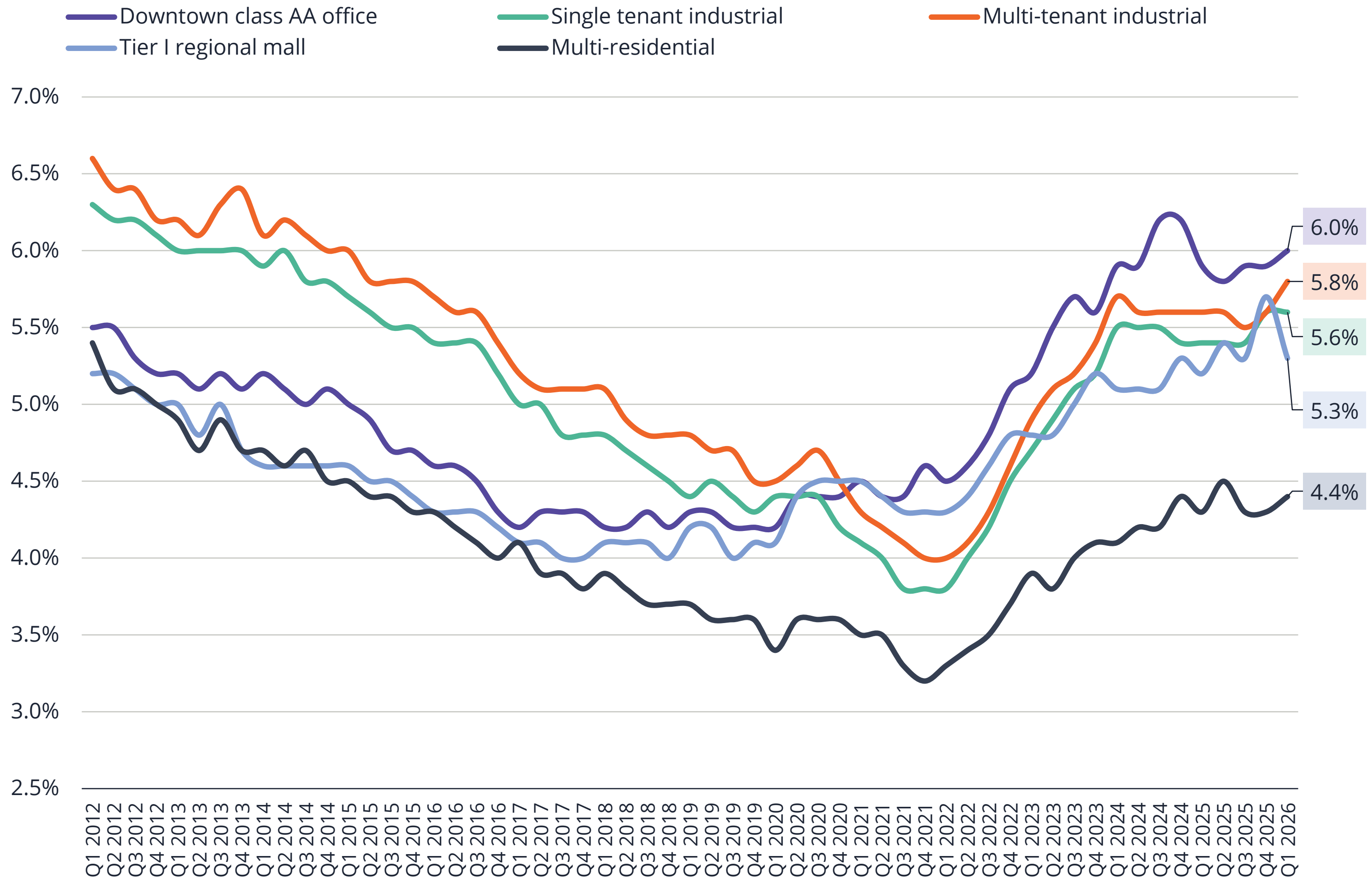
Annual YoY percentage growth in unit values $/psf across six major markets from 2022 to 2025.

YoY % growth	National average	Toronto	Montréal	Vancouver
2022	13%	19%	22%	10%
2023	-5%	-12%	-11%	3%
2024	-2%	-6%	1%	-5%
2025	-1%	-3%	-6%	-1%
Q1 2025 - Q1 2026	2%	-2%	6%	6%

Source: Altus Investment Trends Survey

05. Greater Toronto Area capitalization rate overview and trends

GTA capitalization rate trends



Source: Altus Investment Trends Survey

Building on the national picture, the Greater Toronto Area tells a similar story in sharper detail. Cap rates across all major asset classes trended steadily downward from 2012 through the low-rate era of 2020–2021, reflecting the exceptional compression in investor return expectations as capital flooded into the market. The subsequent rate-hiking cycle drove a meaningful reversal, with cap rates rising across industrial, office, and multi-residential assets as investors recalibrated pricing to reflect a higher cost of capital.

Capitalization rates are one of the most important metrics in commercial real estate, as it measures the relationship between a property's annual income and its value.

What the GTA data adds to the national narrative is a clear sign of differentiation emerging across asset classes. Industrial cap rates have risen and stabilized in line with the broader trend, while multi-residential remains at historically tight levels, reflecting enduring demand fundamentals in that sector. Perhaps most noteworthy, regional mall cap rates tightened in Q1 2026 — a signal of renewed and growing investor confidence in well-located retail assets, and a meaningful shift in sentiment for a sector that has navigated considerable headwinds in recent years. Taken together, the GTA investment market is stabilizing and broadening, with improving conditions across asset classes pointing to a more balanced and opportunity-rich environment as the cycle turns.

05. Comparative Industrial Market Dynamics and Occupancy Costs

BWG's industrial market dynamics are positioned well amongst the Greater Toronto Area and Greater Golden Horseshoe and represent a meaningful cost advantage for potential future tenants and owners seeking occupancy. While the nodes vacancy is among the lowest and aligns with the GTA North and Vaughan markets, the cost of occupancy is approximately over 33% more affordable offering BWG the opportunity to attract investments for organizations not requiring direct GTA locations.

		Current Inventory *(SF)*	Current Vacant Space *(SF)*	Vacancy *(%)*	12-Month New Supply *(SF)*	12-Month Annual Absorption *(SF)*	Cost of Occupancy *(Avg. Gross $PSF)*	Market Sale Price *($PSF)*	12-Month Land Pricing *(Avg. per acre)*
Greater Golden Horseshoe		255m	11.7m	4.4%	4.1m	2.6m	$13.87	$192	$1.1m
Greater Toronto Area	Overall	961m	28.7m	3.0%	10.1m	7.9m	$22.01	$358	$2.1m
	West	431m	15.6m	3.6%	5.3m	5.2m	$21.89	$370	$2.4m
	North	205m	3.6m	1.8%	3.0m	1.9m	$22.67	$357	$2.5m
	East	64m	3.0m	4.7%	1.1m	1.7m	$20.26	$331	$1.2m
	Vaughan	123m	1.9m	1.5%	930k	850k	$21.85	$375	$2.4m
BWG		**2.1m**	**38k**	**1.8%**	**0**	**1k**	**$14.99**	**$252**	**$485k**

Sources: *CoStar, Altus Analytics, Avison Young Market Analytics*

06. Global Trends Shaping Industrial Development

Bradford West Gwillimbury

AVISON YOUNG

06. Macro trends shaping industrial real estate in 2025

Global and Americas

The global industrial real estate market has entered a period of resilient, but nuanced, growth. Despite significant economic and geopolitical uncertainty in 2025, the sector is expected to grow at a CAGR of 5.2% to reach a value of $324.9 billion in 2030, from $279.4 billion in 2025.

Secondary Corridors are driving logistics realignment

- In the US, industrial investment is surging along alternate corridors, not just around major hubs. Texas alone saw over 20 million sq. ft. delivered outside traditional core submarkets in 2025. Canadian exurban corridors (GTA North, Alberta's Nisku-Leduc, Halifax Burnside Park) are mirroring the pattern, absorbing tenant migration and outpacing core leasing activity driven by congestion and cost pressures.

Reshoring and Nearshoring supercharge US-Mexico & Canada cross-border industrial growth

- US and Mexican border regions (Laredo, El Paso, Monterrey) saw record absorption of new manufacturing, logistics, and fulfillment assets thanks to nearshoring and CUSMA-driven supply chain realignment. In Canada, select regions near US border crossings (Windsor/Essex, Niagara, Montreal's South Shore) are attracting automotive, advanced manufacturing, and distribution projects designed to serve both North American and export markets efficiently.

Specialized assets including Cold, Food, Pharma, and Data are enablers to realize value in suburban industrial assets

- US growth in cold chain logistics is dramatic, with Texas and California adding millions of sq. ft. of cold/frozen warehousing to support retail, health, and food chains; Canada's market hit $6.1 billion in 2025, pacing the US on percentage growth.
- Data centers are clustering on affordable suburban land in Virginia/DC, Phoenix, Columbus, Montreal, and Toronto; projected 2,500 MW increase US-wide in the next three years, with Canada expected to contribute a robust 500 MW in the same period.

Small-Bay & Flex-Format warehousing are reshaping the logistics landscape

- The US is seeing a post-pandemic rise in small-bay and multi-tenant parks/outbuildings, a trend especially acute in the Midwest, Southeast, and Northeast. Minneapolis, Indianapolis, and Atlanta saw demand for sub-50k-sf absorption jump 18–23% year-over-year in 2025.
- Canadian exurban hubs and US suburbs are mirroring demand, as “hub-and-spoke” urban logistics require flexible footprints and lower rents.

ESG compliance is at the forefront of institutional investment strategy

- The US is leading in ESG-focused industrial builds. East Coast, Texas, and Midwest nodes are launching net-zero distribution centers, solar-powered warehouses, and electrified truck fleets, often in greenfield suburban or rural settings. Canada is fast-following, with many new builds in Toronto, Calgary, and suburban Montreal incorporating solar, EV-ready infrastructure, and advanced temperature-controlled solutions.

Source: *Cushman & Wakefield, Factiva, Mordor Intelligence, Turner & Townsend, Altus Group.*

06. Macro trends shaping industrial real estate in 2025

Canada

Decentralization of Last Mile delivery platforms

- E-commerce growth, need to more warehousing space and changing customer expectations combined with cost pressures is pushing logistics operators to establish delivery stations, fulfilment centres and 3PL hubs in peripheral markets. The average distance of new last mile facilities from city centres increased 20% since 2020, with 3PLs like Day & Ross, Purolator, and Canada Cartage leasing in places like Simcoe, York, and Durham, not just Greater Toronto Area.

Rise of microhubs and flexible format warehousing

- In Q1 2025, Edmonton's Nisku-Leduc corridor absorbed 400,000 sq. ft. of small-bay logistics and manufacturing space, and similar patterns are reported in northern GTA and southwestern Ontario parks driven by SMEs, 3PLs, and "just-in-time" urban logistics providers. Vacancy in these flexible facilities remains well below the national average, signifying persistent demand and tenant migration outside major metros.

Data Center and Digital Infrastructure Expansion

- Canada's data center market is projected to grow at 9% CAGR through 2030, with Toronto, Montreal, and exurban Ontario seeing multi-tenant and single-user campuses on repurposed industrial land. Peripheral nodes are increasingly targeted for hyperscale and edge data centres, driven by the need for low-cost land, grid access, and proximity to population clusters but outside urban constraints.

Rapid Growth in Cold Chain Logistics & Food/Pharma Distribution

- The Canadian cold chain logistics market is valued at USD $6.1 billion in 2025 and forecast to reach $7.4 billion by 2030, reflecting booming demand from agri-food exports, e-commerce grocery, and pharmaceuticals. Canada exported $100.3 billion in agri-food products in 2024, driving demand for high-volume refrigerated transport and storage in peripheral logistics corridors.

Source: Grand View Research, Mordor Intelligence, GCCA, Factiva, Broker research

06. Keeping an eye on future AI infrastructure opportunities (1/3)

The Next Wave of Artificial Intelligence and Infrastructure Investment

Artificial Intelligence & Digital Infrastructure Investment Implications for the Greater Toronto Area and BWG

Artificial intelligence is driving the **largest infrastructure build-out since electrification and telecommunications**, fundamentally reshaping investment flows across North America. Global capital is converging not on software alone, but on the **physical backbone of AI**: power generation, transmission, data centres, fiber networks, semiconductor fabs, and advanced industrial real estate. Ontario and the Greater Toronto Area (GTA) sit at the center of this trend in Canada. However, power limitations, land scarcity, zoning friction, and community resistance in core urban markets are accelerating **outward expansion to secondary municipalities**. This creates a significant, time-bound opportunity for communities such as **BWG**.

*Brookfield CEO **Bruce Flatt** has described this period as a**"rewiring of the global economy,"** comparable to building highways, railways, and the power grid—except unfolding faster and at far greater scale. At the Milken Global Conference in May 2026, Flatt estimated **$10 trillion in AI-related infrastructure investment over the next decade**, emphasizing that shortages of electricity, land, and grid capacity—not capital—are the dominant constraints. [en.sedaily.com]*

The AI Infrastructure Super-Cycle: What Is Being Built

AI investment is shifting from digital platforms to **hard infrastructure**, particularly assets that can support **energy-intensive, GPU-dense** *(graphic processing unit)* **compute workloads**. Investors like Brookfield characterize this as four converging investment pillars:

- AI factories & data centres
- Power generation and transmission
- Compute and cloud infrastructure
- Strategic adjacencies (cooling, fiber, industrial manufacturing, recycling)

Unlike prior technology cycles, AI infrastructure:

- Requires long-life physical assets
- Demands massive, secure power supply
- Favors jurisdictions with regulatory clarity, land scale, and clean energy
- Will be built over 10–20 years, not a short market cycle

The **binding constraint for AI is not capital or chips—it is electricity and land that can be entitled, powered, and scaled**. This is why Brookfield is redirecting capital away from traditional industrial logistics toward power-backed data center and AI infrastructure sites.

06. Keeping an eye on future AI infrastructure opportunities (2/3)

The Next Wave of Artificial Intelligence and Infrastructure Investment Trends

Canada Digital infrastructure

Digital infrastructure in Canada is rapidly expanding, focusing on building sovereign AI computing capacity, expanding data center and improving nationwide connectivity to remain competitive with $2.4Billion federal investment announced by the federal government.

Key trends for Canada:

1. **Data Centers**: Canada is experiencing a boom in data center construction.
2. **AI Sovereignty**: the federal government is investing $2.4Billion over seven years to build domestic computing power to reduce reliance on US Technology giants.
3. **Connectivity Challenges**: despite being a leader in AI Research, Canda faces challenges in providing high-speed internet across its vast geography, ranking 33rd in the world for internet speeds.
4. **Digital sovereignty**: experts emphasize the need for Canada to own its own hardware and infrastructure to protect data and maintain economic security.
5. **Key sectors** include high speed fiber networks, 5G and advanced subsea observations.

Power Is the Bottleneck

Across North America, data centres are expanding at record pace but require substantially more power than traditional space users. Yet **electricity access is the limiting factor**. Industry sources report that vacancy in major North American data-centre markets fell to **~1.9%. Furthermore, construction timelines are extending primarily due to grid constraints.**

Ontario mirrors this challenge. The Province estimates:

- Over 6,500 MW of data-centre load is seeking connection
- Equivalent to ~30% of Ontario's current peak demand
- Data centres will account for ~13% of new electricity demand

This requirement elevates:

- Grid access
- Substation capacity
- Proximity to generation (hydro, nuclear, gas, renewables)
- Municipal power readiness

Compute-Ready Industrial Land

Investors are continuously looking for new ways to invest capital for reliable returns. Within the North American marketplace, they increasingly evaluates land based on:

- Size and scalability
- Zoning flexibility
- Distance from dense urban cores (to manage heat, costs, and risk)
- Ability to host backup power and cooling systems

Given the substantive capital required for these digital investments and infrastructure, investors view these assets with a long life space and low labour requirements. As a result, AI infrastructure favors:

- Long amortization periods
- High upfront capital, modest ongoing labour
- Stable, long-term tenants (hyperscalers, governments)

06. Keeping an eye on future AI infrastructure opportunities (3/3)

Implications for Greater Toronto and BWG

The GTA's Structural Advantage for AI

The GTA is positioned well because it offers:

- A deep power and transmission network (Ontario's grid)
- Global hyperscaler demand anchored in Toronto
- Strong fiber connectivity
- Financial, institutional, and government demand for AI compute

What is *not* abundant is **large, entitled, power-ready land at reasonable cost** within the urban core.

The Shift "Up and Out"

This is the critical strategic point for municipalities like BWG:
AI infrastructure does not want downtown towers—it wants connected, serviced, politically predictable edge locations. Brookfield has explicitly described AI infrastructure as analogous to past waves like railways and highways—where value accrued to places that **prepared early and removed friction**.

Why BWG Is Strategically Well-Positioned

From an AI infrastructure lens, BWG already has several of the attributes viewed by the industry as essential:

1. Power & Regional Infrastructure Alignment

- Proximity to major provincial infrastructure investment (Highway 400, Highway 425)
- Access to regional electrical and servicing networks
- Growth-enabling wastewater investments already in place

These reduce the **time-to-market risk** that major investors prioritize.

2. Distance Without Disconnection

BWG sits in a "sweet spot":

- Close enough to Toronto for latency-sensitive uses
- Far enough to enable scale, backup power, and cooling
- Less exposed to urban land price inflation

3. Industrial & Employment Land Optionality

AI infrastructure can coexist with:

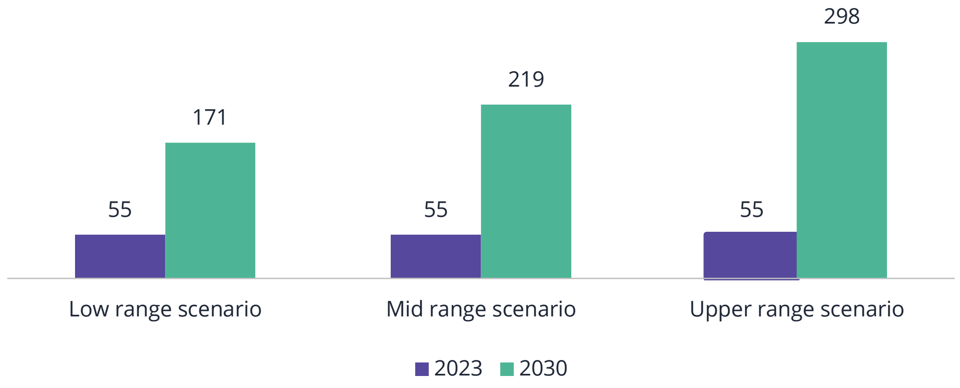
- Advanced manufacturing
- Logistics
- Robotics
- Clean-tech assembly
- Data-adjacent suppliers (cooling, power systems, maintenance)

In the long-term, providing infrastructure is enhanced appropriately, BWG's employment lands can be positioned as **future-ready digital-industrial platforms**, not just traditional warehousing.

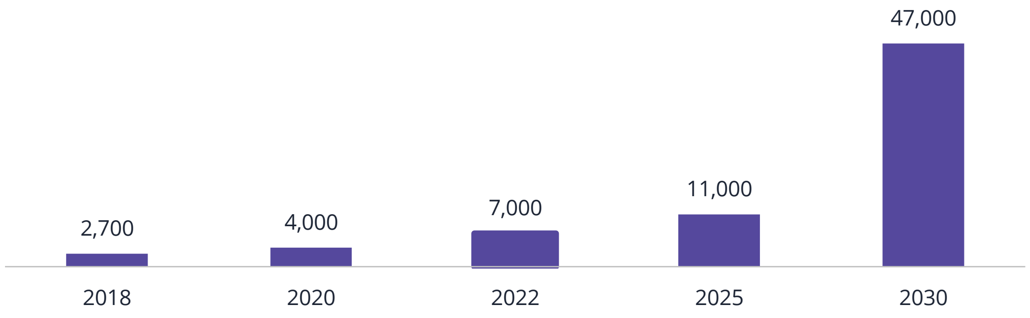
06. Data Center Expansion: Bridging Mega-Demand with Industrial Redevelopment

- According to a 2025 Deloitte executive study, U.S. data center electricity demand is expected to soar from 33 GW in 2024 to as much as 176 GW by 2035 reflecting a fivefold increase, driven by AI, cloud computing, and hyperscale requirements.
  - North America represents over 40% of global data center capacity. In H1 2025 alone, the region added over 500 MW of new capacity, bringing total operational colocation capacity above 11,000 MW.
  - Toronto and Montreal expect to add over 500 MW of capacity by 2028, with exurban and repurposed industrial land being a key part of development.
- Prime U.S. and Canadian markets average below 3% vacancy, despite record new builds. In Montreal, Dallas, Northern Virginia, and Toronto, available space is often pre-leased before completion.
- Data center REITs and infrastructure funds, including Equinix, Digital Realty, Equitix, have committed over $100 billion in construction and retrofit projects since 2022.
  - Most of this investment is focused on transforming former industrial parks and repurposing underused sites to quickly secure grid connections, access robust transport links, and meet soaring demand for large-scale, AI-ready digital infrastructure
- With major cities nearly built-out, demand for data centres is expanding along key infrastructure corridors and into secondary markets like the Greater Toronto Area, creating a huge opportunity for towns with reliable grid and land like BWG.

Global demand for data center capacity (in gigawatts)



North American data center capacity (in megawatts)



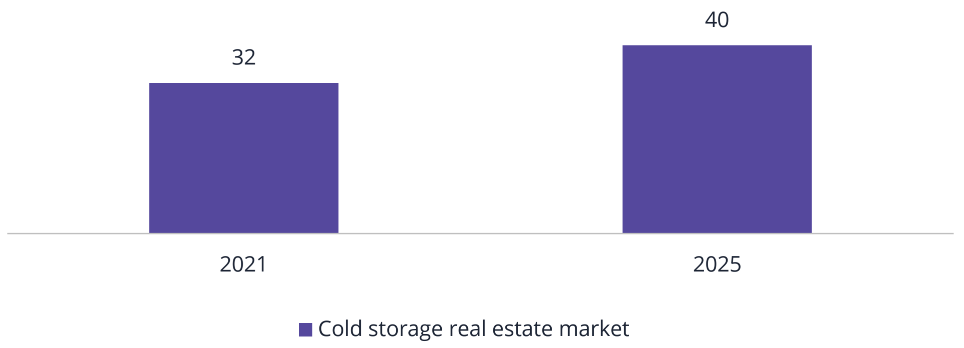
Source: *Deloitte, McKinsey, Clifford Chance, Brightlio, JLL*

06. Cold chain and temperature-controlled warehousing facilities are leading the charge in industrial development globally

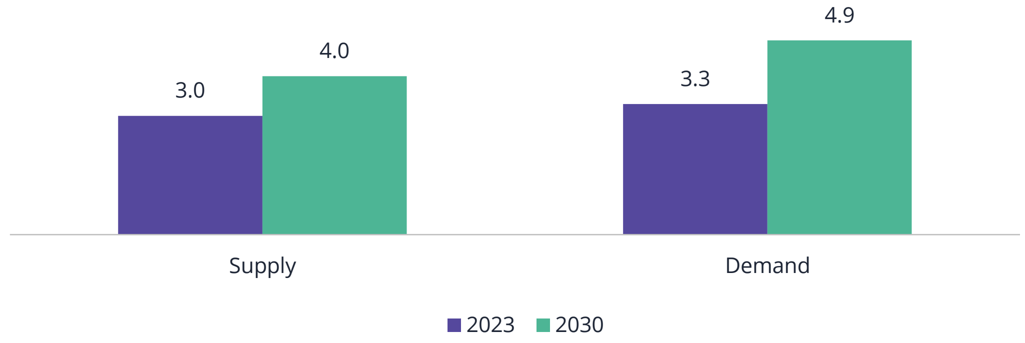
North American cold storage is one of the fastest-growing real estate segments…

- The cold storage revolution is modernizing North America's aging industrial landscape, converting brownfields and forgotten industrial parks into automated, energy-smart cold chain hubs.
  - Demand for cold storage facilities has nearly doubled between 2020 and 2025 and is expected to grow at a CAGR of 12.7% through to 2032, outpacing most other industrial asset classes
- Over 70% of cold warehousing was built before 2000; most is now poorly located or obsolete for e-grocery and pharma distribution.
  - Over 200 million cubic feet of obsolete warehouse space has already been repurposed for cold storage since 2022.
- Cold storage conversions are not just a smart use of underutilized assets - they're critical infrastructure for modern supply chains, offering premium rents and long-term tenant demand.
- Cold storage commands 25 to 40% higher rents than dry warehouses
  - In major US and Canadian metro markets, cold storage rents have increased 20-30% between 2022 and 2025
- Average cold storage vacancy rates remain far below 7%, the average for industrial facilities indicating the increasing demand for high-spec cold storage facilities.

U.S. Cold storage real estate market size ($ billion)



U.S. Cold Storage Demand vs. Supply (Billion Cubic Feet)

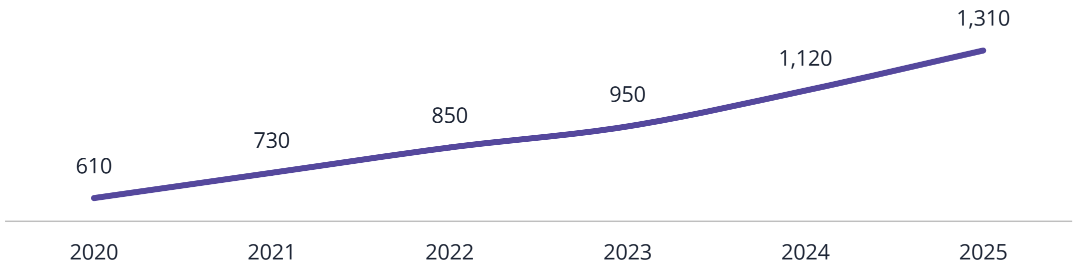


***Source**: Lineage Logistics, Americold, Cushman and Wakefield*

06. The rise of last mile delivery and its role in industrial development

- Rapidly changing consumer expectations, coupled with strong growth in e-commerce and accelerated supply chains, are driving a transformation of logistics infrastructure in North America
  - Online sales' share of all retail exceeds 23% in North America (2025), a figure that's almost doubled in the last five years
  - In North America, 76% of consumers choose same-day delivery if free, and 75% actively seek fastest-possible shipping when buying online.
  - E-commerce sales in Canada are set to exceed $100 billion in 2025, clearly indicating increasing pressure on fulfilment networks and delivery times.
- As the GTA grows northward and e-commerce fulfilment expectations intensify, leading 3PLs, couriers, and retailers are looking for sites within an hour of Toronto's population clusters but not subject to the costs and scarcity of land closer to the downtown core.
  - Northern peripheral nodes like BWG are capturing a growing share of overall absorption, driven by tenant migration and logistics/e-commerce growth.
- As congestion and costs rise in the urban core, last mile distribution and fulfilment facilities in northern GTA nodes are increasing in popularity driven by their improving connectivity, lower rents as well as availability of large land parcels

E-Commerce Delivery Volume Growth in Canada (2020–2025)



Case Studies: The Rise of Peripheral Last Mile Facilities

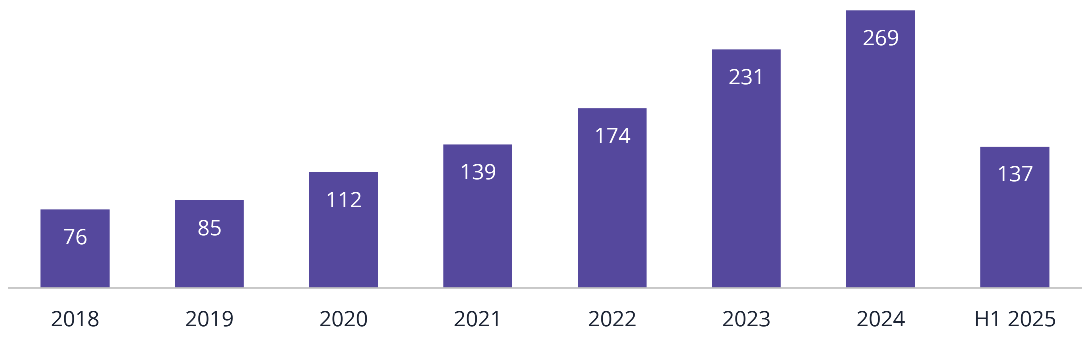
- Amazon, Vaughan (GTA North)
  - Amazon opened two large delivery stations in Vaughan in 2021, a 209,000 sq. ft. and a 193,000 sq. ft. facility, specifically to power last mile fulfilment for York Region and northern GTA communities, drawing dozens of logistics partners and triggering further investment in the corridor.
- GALA Developments, BWG
  - GALA acquired over 100 acres in BWG in 2022 to develop 1.4 million sq. ft. of new industrial/warehouse space, marketed to 3PLs and fulfilment companies seeking cost-effective, high-access sites as northern suburban demand surges along the Highway 400 corridor.

Source: *Lineage Logistics, Americold, Cushman and Wakefield*

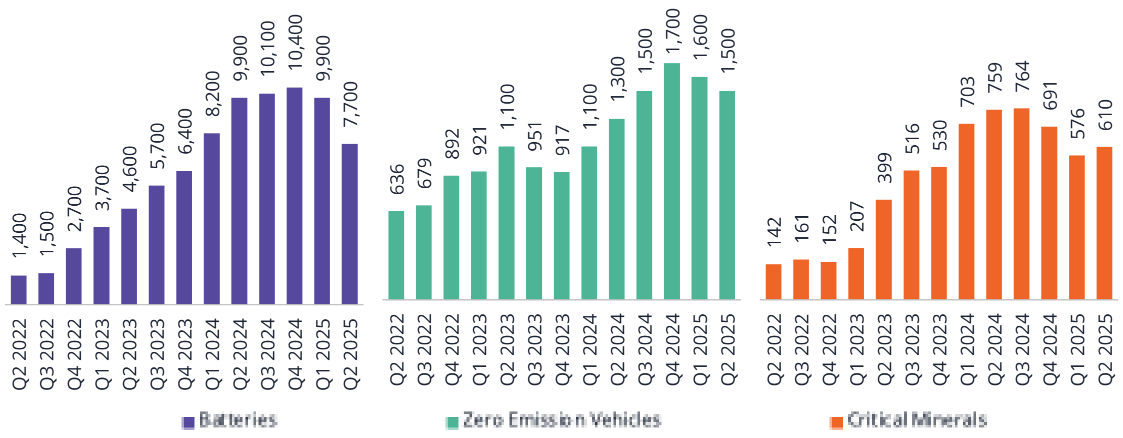
06. EV battery manufacturing / reshoring, underscored by favourable policy changes, is expected to ramp-up industrial development

- Across North America, the electric vehicle (EV) battery manufacturing market is undergoing a transformation, driven by the recent tariff announcements, policy incentives targeting at reshoring production and automaker investment.
- The sector is projected to reach a value of US$22bn in market value by 2030, with major players announcing gigafactory projects throughout the US and Canada.
- Ontario, known for its ample resources of critical materials such as cobalt, lithium and nickel and Quebec known for its sophisticated manufacturing industry position Canada as an attractive and obvious choice in the EV battery supply chain.
- In 2024, the Canadian EV battery sector was valued at US$1.9bn, and is forecast to more than double to US$4.3bn by 2033, reflecting a robust CAGR of 9.7%.
- New project announcements and facility investments have surged, with the number of related manufacturing transactions peaking in 2024. Despite slight delays due to tariff-related uncertainty, EV battery manufacturing is expected to continue to grow over the coming years.
- Recent landmark announcements that highlight Canada's emergence as a key player in the EV battery supply chain include:
  - Honda's CDN $11bn commitment in Ontario *(currently on pause)*
  - Volkswagen's C$20bn investment in a battery cell gigafactory in Ontario

Investment in clean energy in the US (US$bn)



Manufacturing investment by technology (US$bn)



***Source**: US Clean Investments Monitor, Factiva, Bloomberg*

06. Trends for industrial development in peripheral nodes *(1/2)*

North America

Pharma contract manufacturing driving demand for industrial real estate

- Globally, pharmaceutical contract manufacturing is a fast-growing sector, with North America representing a major and technologically advanced market. The Canadian pharmaceutical contract manufacturing and research services market is expected to reach a value of US$15.7bn by 2030, representing a CAGR of 9.9% between 2025 and 2030. This demand is expected to translate into custom-built industrial spaces predominantly in the exurban nodes where developers can meet stringent regulatory and infrastructure needs while offering scalable space.
- Areas in Toronto's periphery including Brampton, Mississauga, Montreal exurbs like Longueuil, Brossard and Alberta's industrial corridors are developing and repurposing industrial parks to house CMO tenants.
- Market reports indicate vacancy rates well below 5% for pharmaceutical-grade industrial space in these clusters, with rents increasing 3-7% annually due to scarcity of compliant space and high tenant demand.

Nearshoring is expected to drive growth in exurban areas

- The introduction of tariffs since 2020, particularly the most recent round of tariffs levied in 2025, have been a major catalyst for nearshoring and this in turn is fuelling the demand for manufacturing and logistics real estate, particularly in peripheral nodes with good infrastructure and connectivity to road networks.
- U.S. Semiconductor and EV battery investments announced in 2025 amount to ~US$160-US$200bn. While urban hubs like Phoenix (Arizona), Columbus (Ohio) and Austin (Texas) serve as historically prominent locations for semiconductor and EV battery production, the majority of new manufacturing facilities are being developed in suburban, peripheral and secondary markets surrounding these cities, as well as in the "Battery Belt" regions stretching across Tennessee, Kentucky, Georgia and North Carolina.
- Canada ranks among the world's most competitive EV battery supply chains (BNEF #1 in 2024, now #2 globally) and has a preferred status due to its rich reserves of critical minerals (nickel, cobalt and lithium), clean electricity grid and government incentives like the proposed 10% EV Supply Chain Investment Tax Credit.
- Ontario and Quebec are major hubs for EV battery manufacturing; Northern Ontario is home to abundant critical mineral deposits (lithium, nickel, cobalt and platinum) and Southern Ontario has a well-establish automotive manufacturing sector and this unique combination continues to attract investment from global battery manufacturers/ auto component manufacturers into Ontario.
- Recent investments include Umicore's cathode materials project in eastern Ontario (C$1.5bn), Asahi Kasei's lithium-ion battery separator plant in Port Colborne in Southern Ontario (C$1.6bn) and Electra Battery Materials' cobalt sulfate refinery in Ontario (C$100m).

***Source**: Invest Ontario, RBC Capital Markets, BNEF Battery Supply Chain Update 2025, Factiva*

06. Trends for industrial development in peripheral nodes *(2/2)*

North America

Co-location of food manufacturing/processing and temperature-controlled warehousing facilities expected to drive demand in suburban or peripheral areas

- Co-locating food processing with temperature-controlled storage and full-suite logistics is rapidly becoming the new gold standard in agri-food and industrial real estate. Globally large food manufacturers are investing in these facilities via long-term leases and partnerships with cold-chain businesses to achieve maximum logistical efficiency, supply chain control and quicker route-to-market.
- Developers are designing large-scale, flexible facilities in suburban and peripheral locations where land availability and lease economics are favourable, and Canada is playing an increasingly vital role in North American food logistics.
- Ontario and Quebec anchor Canada's cold chain, leveraging dense infrastructure, proximity to major population centres, and access to highway/rail networks. In Ontario, regions such as the Greater Toronto Area, Southwestern Ontario (London, Woodstock, Milton), and peripheral agri-food nodes like BWG/Holland Marsh are emerging as preferred locations for this model due to available land, supportive municipal development strategy and their roles as key food production and distribution clusters.

Lineage, the world's largest cold storage REIT, has expanded its Canadian footprint to over 30 facilities through recent acquisitions in Quebec and ongoing expansions in Ontario (Vaughan) and Alberta (Calgary), and is estimated to add an additional 13 million cubic feet of refrigerated space and over 68,000 pallet positions by mid-2026 via these new facilities and planned expansions of existing facilities.

Americold Realty Trust announced an investment of US$75 - US$80m to develop an import-export cold storage hub at Port Saint John, New Brunswick (expected to open in 2026), adding approximately 22,000 pallet positions. In conjunction with the investment by DP World and Canadian Pacific Kansas City (CPKC), Americold's new storage facility is expected to facilitate improved food flows between Central and Eastern Canada, Europe, South America and APAC.

Dutch food logistics and cold-storage giant NewCold has entered the Canadian market; the company invested US$222m in its first facility in the small agricultural town of Coaldale in Southern Alberta. Part of NewCold's investment is expected to be directed toward building a 2.6-kilometre branch line that connects the facility with the 32,000-kilometre Canadian Pacific Kansas City railway (CPKC) – the only single-line rail network that spans Canada, the U.S. and Mexico. This is expected to further enhance Alberta's attractiveness for future cold-chain investments.

- These marquee investments by global leaders in cold chain clearly demonstrated strong investor confidence in Canada's food logistics market and its impact on industrial development across peripheral nodes with strong road and rail connectivity and a thriving agricultural industry like BWG.

***Source**: Invest Ontario, RBC Capital Markets, BNEF Battery Supply Chain Update 2025, Factiva*

06. Industrial development trends in areas with inadequate power supply

Increase in demand for re-usable transport packaging

- Retailers and fresh-food suppliers are moving away from single-use corrugate/boards to reusable plastic containers and layer pads to reduce waste, improve Environmental, Social and Governance *("ESG")* compliance and make the supply chain more efficient.
- Canada is attracting investment to build facilities that can supply re-usable packaging, given the thriving agricultural sector and a fast-growing cold chain industry supported by the Canadian Pacific Kansas City (CPKC) railway line.
- Canada's Circular Innovation Council launched a large-scale, collaborative reusable packaging pilot with major grocers (Metro, Sobeys, Walmart Canada) in 2024–25 to trial reusable containers, clearly re-enforcing the commitment to re-usable packaging.
- Companies like IFCO and Cartonplast, global leaders in reusable packaging solutions, are actively expanding Canadian operations, highlighting market growth and infrastructure investment opportunities.
- Reusable packaging relies more on moderate energy operations like washing, sorting, refurbishing rather than heavy manufacturing making these facilities perfectly suited to industrial parks with low to medium power availability.

Rapid growth in Controlled Environment Agriculture (CEA)

- The **indoor farming market** in Canada has witnessed rapid growth and significant investment momentum, especially in rural and suburban peripheral nodes. In 2023, the market generated approximately US$ 2.9bn in revenue and is projected to more than double by 2030, to reach an estimated value of US$ 7.8bn, growing at a CAGR of 14.9%.
- Real estate that is near demand (retail / grocery centres, population hubs) but with cheaper land cost and lower rent tends to attract agri-tech investment. Peripheral/ suburban nodes are increasingly attractive for CEA because of availability of land at attractive prices, ability to scale, and lower constraints relative to downtown or core urban centres.
- Traditional warehouse/logistics space is being complemented by indoor farms, vertical farms, hydroponics. These setups need industrial-like space (often in industrial zones), but with special features: clean environment, HVAC, water/wastewater treatment, sometimes reflective roofing, lighting etc.
- Large players are continuing to invest in adding capacity, supported by favorable government initiatives:
  - GoodLeaf Farms, Canada's largest vertical farm company, has secured large financing (C$78m) to expand operations in Montreal and Calgary, adding ~200,000 square feet of vertical farm production. In Quebec, GoodLeaf is building a ~100,000 sq ft vertical farm in Longueuil to produce ~1.9 million pounds of microgreens annually.
  - Haven Greens announced plans to expand capacity and double its output by 2027.

Source: *Invest Ontario, RBC Capital Markets, BNEF Battery Supply Chain Update 2025, Factiva*

06. Defining Flexible Employment Space

Flex Space Perspectives

A flex space facility is a low rise commercial building that is designed for a variety of potential uses, such as showrooms, offices, warehouses, research and development centres, etc. In essence, it represents a low density inexpensive space alternative for businesses and corporate occupiers.

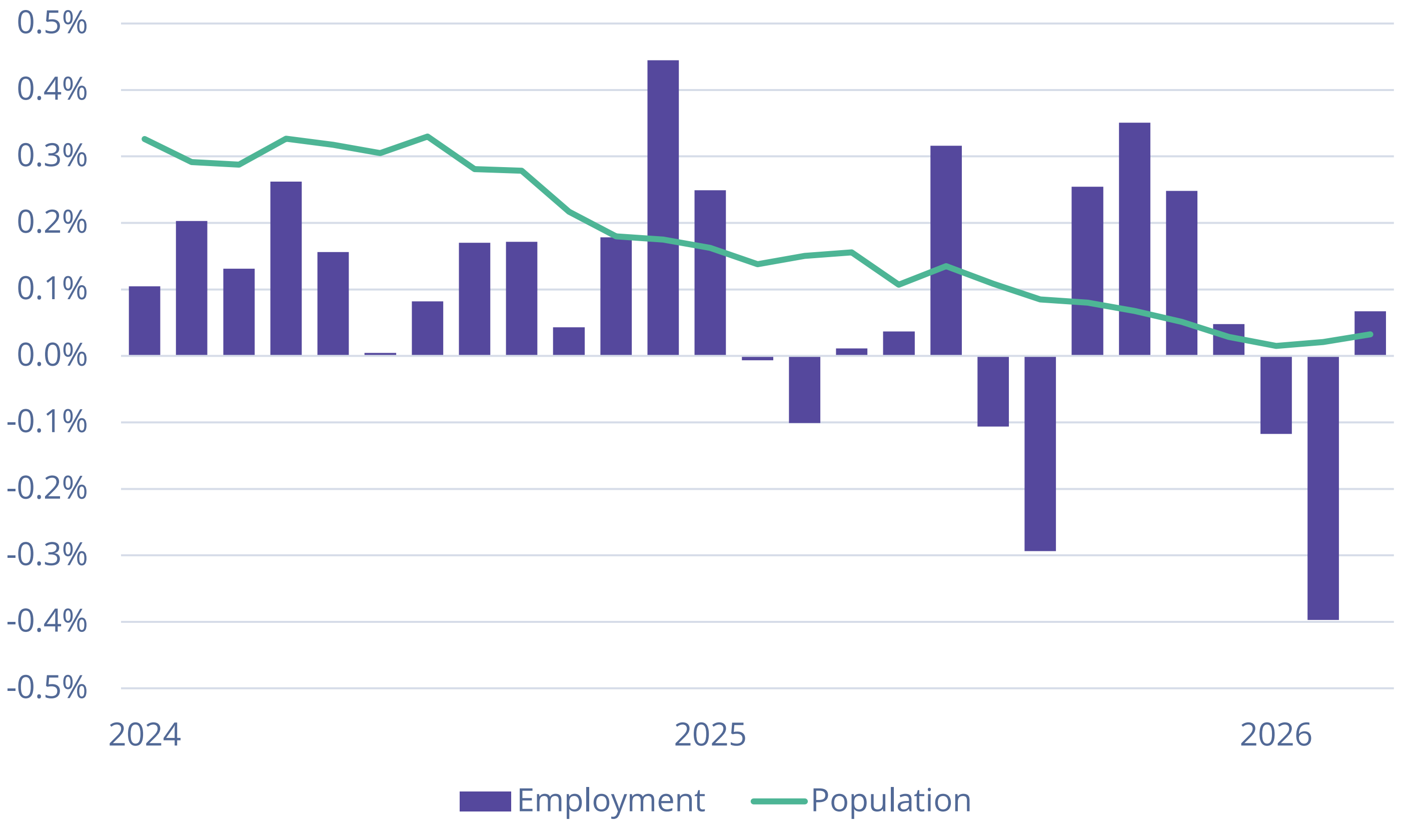
- Flexibility of space usage and configuration is a core differentiating feature of flex facilities, and the upscale appearance of the building is a second core differentiating feature.
- In most cases, the office component ranges from 25% to 80% in flex properties. Flex facilities with a 100% office build out also exist, most often in metropolitan markets with low office vacancies and high office rent; however, this is very rare.
- As flex space facilities come in various forms, it is very difficult to track market data on this asset type and the results may vary significantly from company to company.
- As identified by market soundings, flex space assets are one of the most desirable and popular asset types as they can accommodate a wide range of users within low density and more affordable rent solutions.
- Growth Services should identify suitable parcels in BWG to pursue these development opportunities *(e.g., County Road 88 corridor)*

Source: *Invest Ontario, RBC Capital Markets, BNEF Battery Supply Chain Update 2025, Factiva*

07. Office Market Dynamics

07. Job and population growth

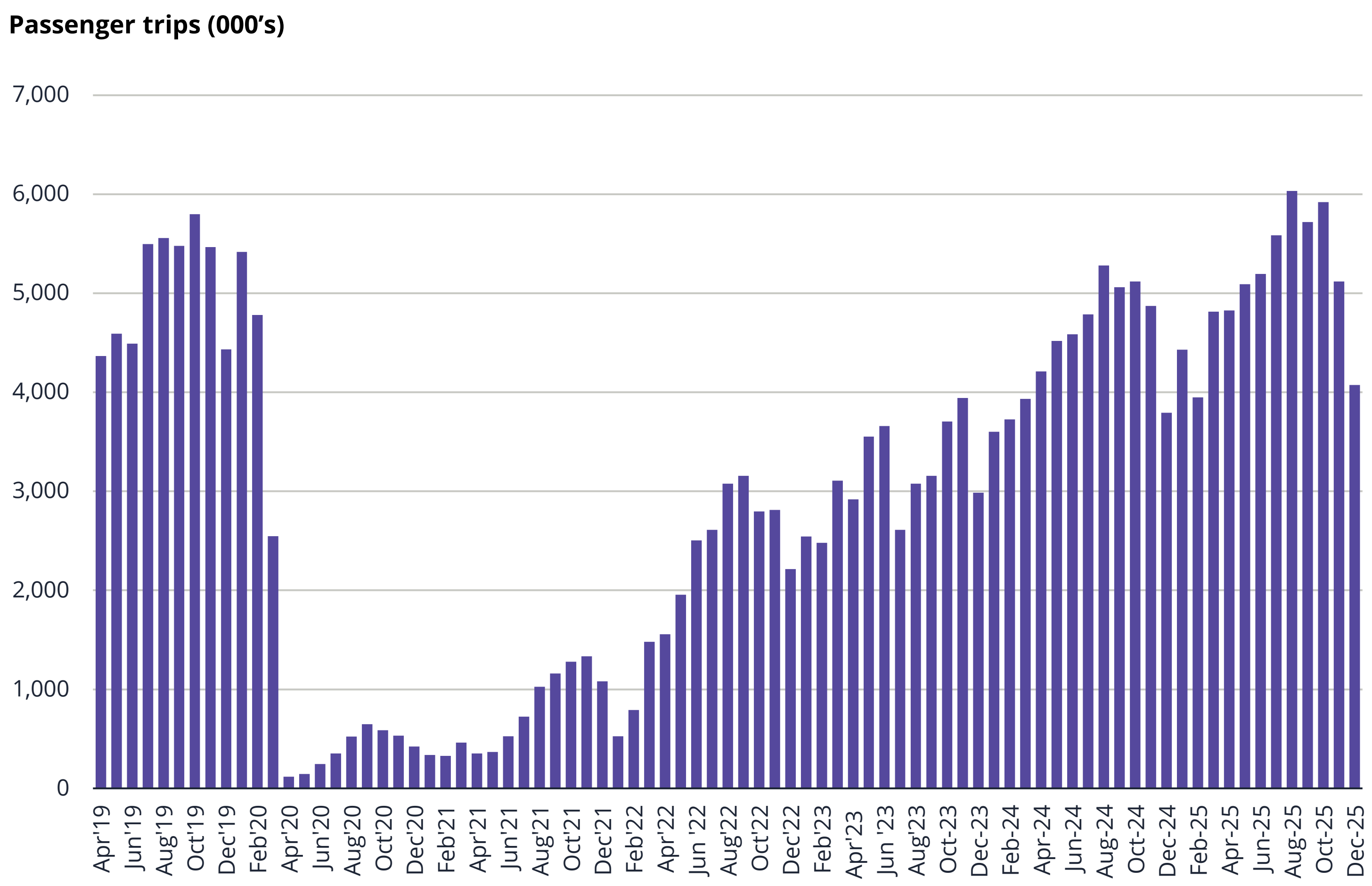
Month-over-month growth (%)



Source: Statistics Canada
Note: Employment %, monthly, seasonally adjusted

Canada's labour market is undergoing a structural shift as population growth slows, lowering breakeven employment needs and reducing the number of jobs required to absorb new labour-force entrants.

07. Passenger trips on GO Transit (rail)

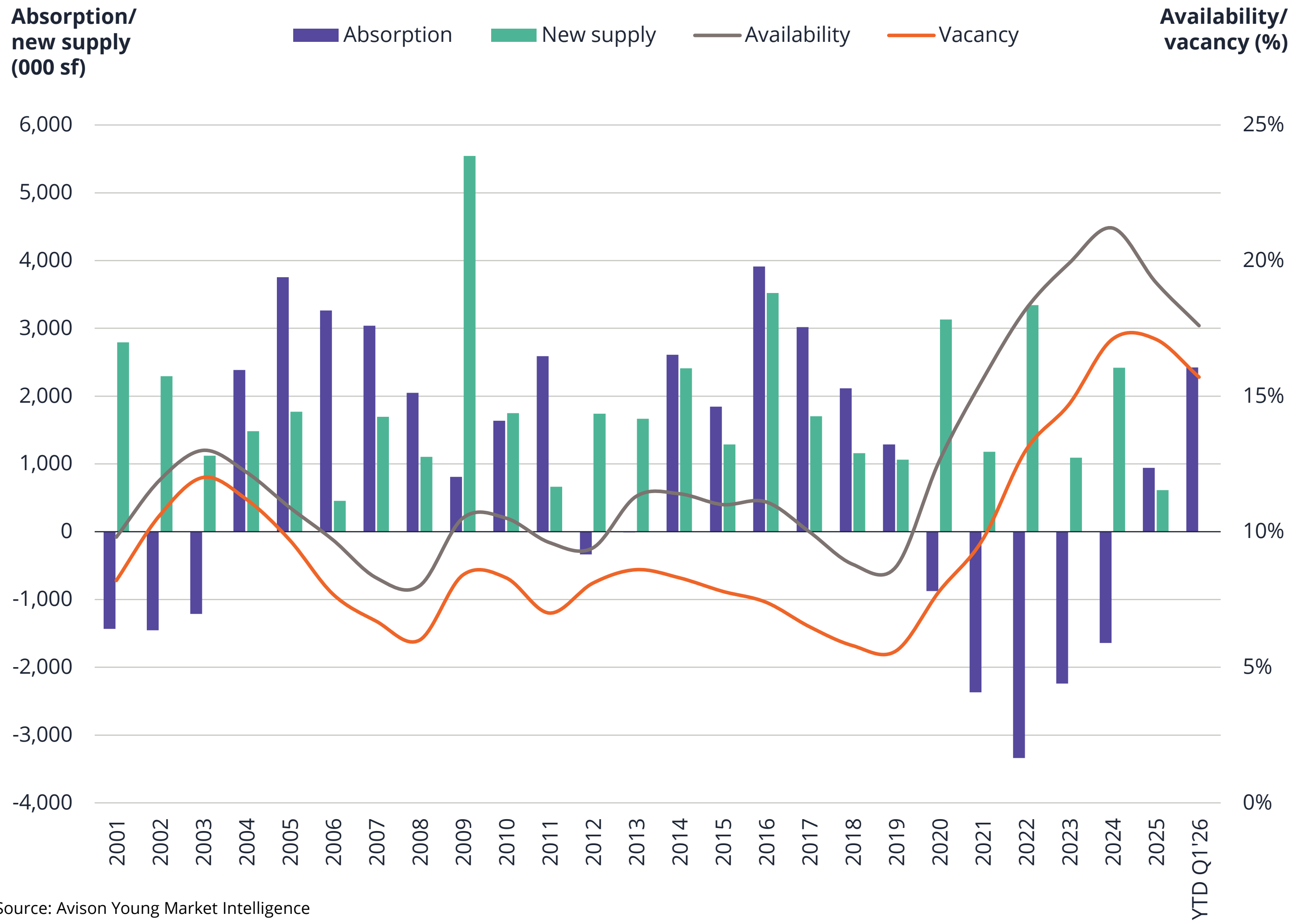


Note: Passenger trips on GO Rail transit
Source: APTA

GO Transit ridership has reached—and even surpassed—2019 and 2020 levels. While population growth contributes to this trend, it's a clear indication of increased office market activity as more employees return to the workplace.

07. Greater Toronto Office Market Indicators

Historic Office Market Trends



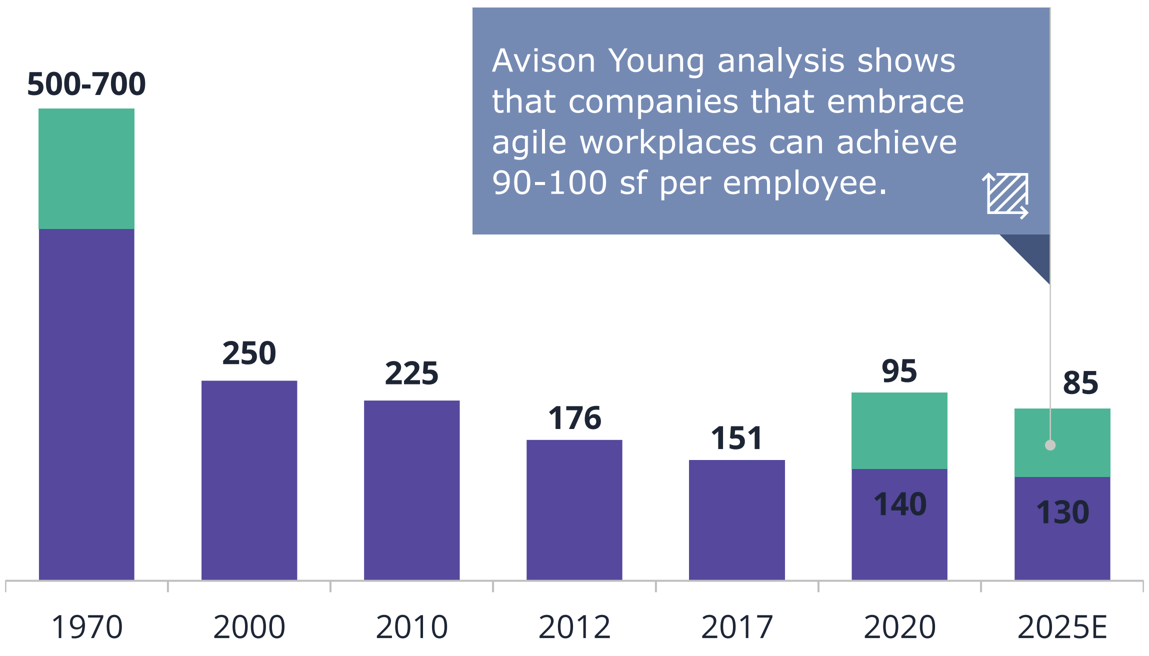
Source: Avison Young Market Intelligence

GTA-wide, net absorption in Q1 2026 exceeded the annual totals for every year since 2017.

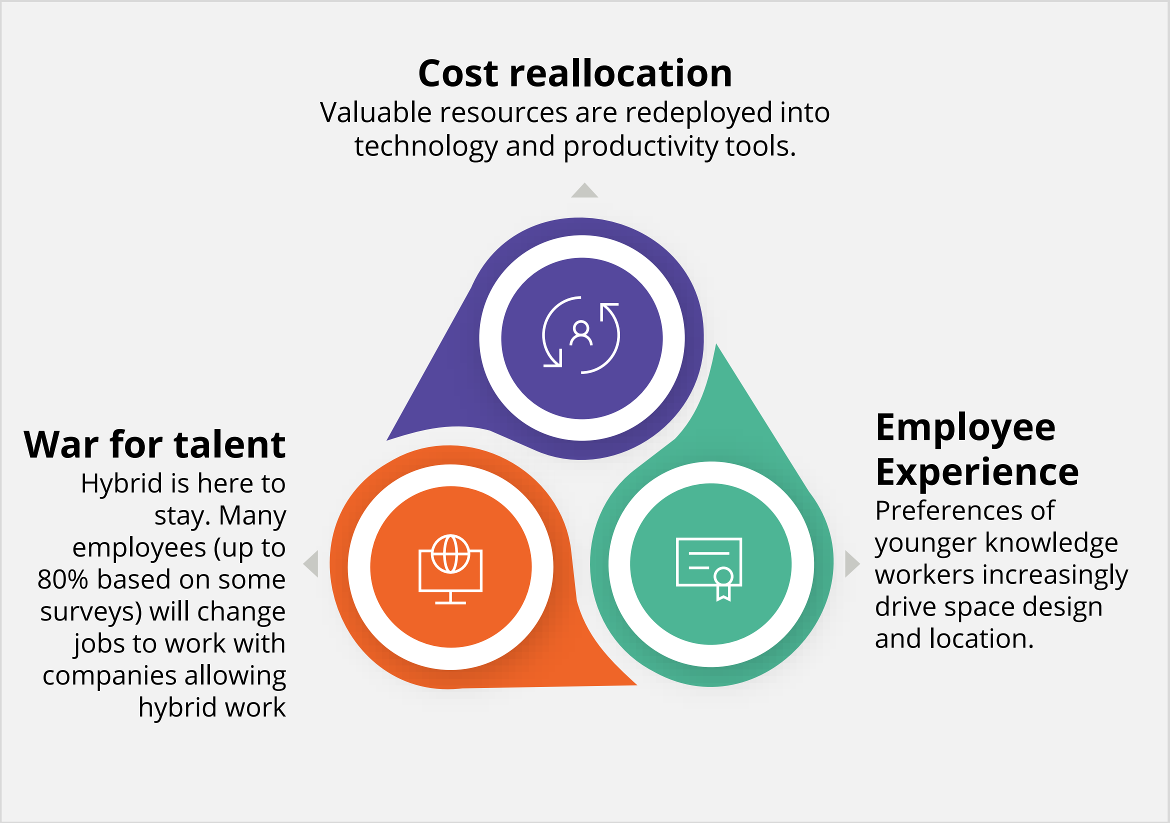
07. War for Talent Requires Workplace Experience and Flexibility

Before the pandemic, corporate occupiers recognized office work seats were 50++% vacant and focused to footprint optimization to remain competitive. Today, with full hybrid work options, employees focus on combining their home and workplace experience in synchronous work.

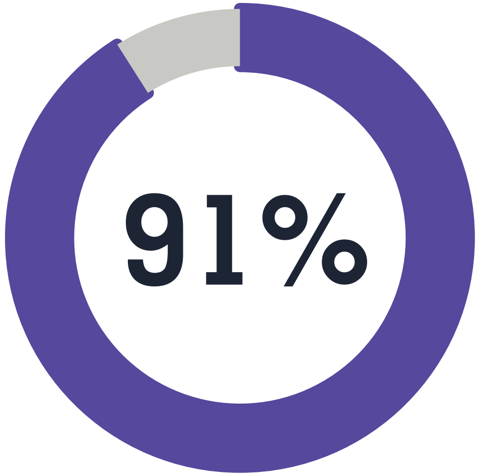
Average space allotted per employee trends
In square feet, Canada



Source: Avison Young experience with clients, 2025

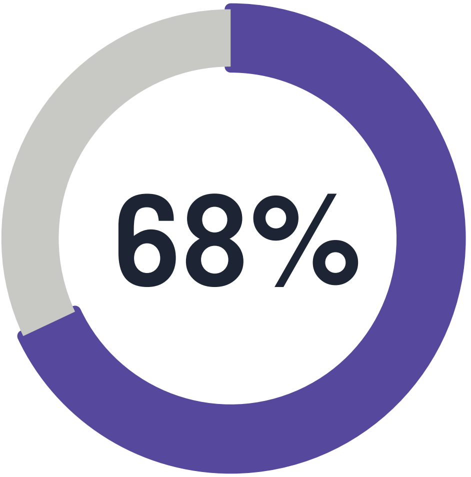


07. The Key Stats on Hybrid Work Environments and Attracting the Right Talent



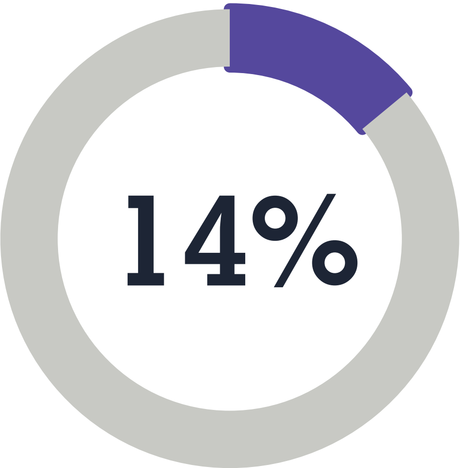
The data is clear... 91% of employees like hybrid working.

Hybrid working is reshaping the workplace by empowering employees to choose where they work—office, home, or elsewhere—based on their needs and preferences. But what truly influences these choices? This flexibility has led to more personalised work experiences, shaped by individual needs, expectations, demographics, and circumstances.



Say working in the office positively impacts their connection to a shared mission or person

Enabling In-Person Work: We identified seven ways of working with others while in the office, which activities are viewed as most important by industry, and the most ideal space(s) for each work activity.



Craving New Experiences

Only 14% of the global workforce desires a traditional corporate workplace experience. There has been a shift to experiences that feel connected to nature, inspiring, and experimental. Interestingly, workplace preferences were consistent across generations — revealing that younger employees desire similar experiential spaces as their older colleagues.

Source: Avison Young experience with clients, 2025

08. Stakeholder Engagement

Bradford West Gwillimbury

AVISON YOUNG

08.

Survey Questions for Distribution

Obtaining Feedback from Relative Landowners and Stakeholders

In addition to conducting a realm of engagement activities, Avison Young in consultation with Town of BWG staff developed a survey for distribution to obtain additional feedback from relative stakeholders. The Survey successfully received over 33 responses, of which data was analyzed in developing this strategy.

	Question	Answer *(Pick One or Multiple)*				
Organization Background	What best describes the nature of your organization?	Public Sector	Private Individual	Private Company	Developer	Other
	How would you describe your organization's interest in BWG's Industrial real estate market?	Public Organization	Investor	Developer	Owner-Occupier	Other
	How many years has your organization been involved within BWG?	0 – 5 years	6 – 10 years	11 – 15 years	16 – 20 years	20+ years
	What category best describes your organizations operations within BWG?	Manufacturing	Logistics & Warehousing	Food Processing	Technology	Other: ______
	How familiar are you with BWG's local industrial land market?	Not Familiar	Somewhat Familiar	Fairly Familiar	Very Familiar	Local Industrial / Land Expert
Land Demand & Supply	To your knowledge, is there enough services industrial land in the municipality to meet current demand?	Unsure	No	Yes	Other: ______	
	Over the next 5 – 10 years, how do you expect industrial land demand to change within BWG?	Unsure	Decrease	Remain Stable	Increase Slightly	Increase Significantly
	What types of industrial uses do you believe will see the greatest demand? *(select all that apply)*	Manufacturing	Logistics & Warehousing	Food Processing	Technology	Other: ______
Constraints & Opportunities	What are some of the key barriers to industrial land development in the municipality?	Lack of Serviced Land	Lengthy Planning / Approval Timelines	High Land Costs	Infrastructure Constraints	Other *(please specify – e.g. labour availability)*
	Are there specific policy or regulatory changes that would make industrial development easier? *(please specify)*	*Answer:* ______				
	What infrastructure improvements would most support industrial growth within BWG?	Road Accessibility / Transportation	Utilities *(e.g. hydro, gas, water, sewer)*	High Speed Internet / Broadband	Stormwater Management Capacity	Other: ______
Strategic Direction	From your perspective, should BWG actively expand its industrial land base?	Unsure	No *(Current Land Suffices)*	Yes *(Demand is Strong)*		
	From your perspective, what role should the Town play in supporting development of industrial real estate?	Planning & Zoning Flexibility	Incentives or Grants	Infrastructure Investment	Marketing and / or Investment Attraction	Other *(please specify)*
Other Criteria	What other municipalities or regions do you think are doing a good job managing industrial growth?	*Answer:* ______				
	How would you describe your appetite towards a commercial real estate transaction in BWG?	*Answer:* ______				
	Do you have any other feedback or ideas to further help inform this industrial land strategy?	*Answer:* ______				

08. Survey Results – What We Heard

In conjunction with Town staff, a survey was undertaken with local businesses and landowners to gain insight into market conditions, development constraints, and factors influencing investment decisions in BWG. The following highlights the results:

Survey Results	
Speed, certainty, and time to market matter most	Stakeholders were clear that **time to market is critical**. Lengthy approval timelines, complex coordination among multiple parties, and procedural uncertainty are viewed as some of the most significant barriers to development momentum.

Greater flexibility in planning and policy is needed	• Respondents expressed strong interest in:
	  • Official Plan expansion
	  • Increased flexibility of permitted uses
	  • Easier rezoning of agricultural land
	  • Reduced development charges
	• These changes are seen as essential to unlocking land supply and enabling projects to respond to evolving market conditions

Approval processes are viewed as overly complex	“Red tape reduction” and **streamlined approvals** were recurring themes. Stakeholders noted that navigating the planning system is time-intensive and that delays often arise from overlapping mandates and review processes.
Infrastructure readiness is a prerequisite for investment	There is a strong expectation that **infrastructure must be in place, or clearly timed**, to support development. Uncertainty around servicing availability introduces risk and can stall otherwise viable projects
Municipal support is expected throughout the process	Participants indicated that municipalities can play a stronger role in: • Helping businesses navigate planning requirements • Coordinating approvals • Acting as a facilitator through the development process This type of support is seen as a differentiator when choosing where to invest
Growth should be efficient but well-planned	While speed and flexibility are priorities, respondents also emphasized the importance of **maintaining development quality**, with placemaking and long-term community outcomes remaining key considerations

Key Takeaways for BWG

01. Improving approval timelines and reducing procedural complexity would strengthen competitiveness

02. More flexible and responsive planning policies can help unlock development opportunities

03. Better alignment of infrastructure delivery and municipal processes can increase investor confidence while maintaining development quality

08. BWG's strengths identify location for business and investment

BWG is set to play a crucial role in the Greater Golden Horseshoe over the foreseeable future, as a result of the Town's stable business environment, strong GDP growth projections, new infrastructure enhancements and strategic positioning. However, the Town also recognizes the need to remain competitive against other regional and global markets to maintain and grow an attractive business climate.

- Excellent **housing affordability**, relative to the GTHA
- Projected to **experience strong economic growth,** outpacing that of the country through to 2031
- Strong **municipal support** for economic development
- Lower **land costs** relative to many other GGH markets
- **Access to a large labour** force within a 45-minute commute
- **Premier location with close proximity** to major metropolitan centres
- **Uniquely positioned infrastructure**
  - Rail (freight and BWG GO Station)
  - New Highway 413 expansion
  - New Highway 425

08.

Stakeholder engagement and analytics identify challenges

BWG's main challenges tie back into its reputational outlook, economic diversity, talent pipeline, access to labour force and available housing. These challenges were identified by stakeholders through data collection in surveys, focus group meetings and interview. Full engagement session notes and summaries are provided in the Confidential Supporting Compendium (Appendix A), available to staff and council upon request.

Shift in BWG’s reputational outlook

- BWG has faced **reputational challenges** related to vulnerable populations, and the concentration specific industries
- This has led to a **perception** of increased industry segregation in certain areas of the Town, affecting its overall perceived image and market opportunities

Declined downtown activity

- The **decline in downtown activities**, as well as ongoing and / or proposed developments in the area present challenges for an innovation district to be formed.
- The Town requires a **major catalyst** to kick start the area’s redevelopment and downtown vibrancy.

Economic diversification

- Historically known for its ties to the agricultural industry, BWG has an **opportunity** to diversify its economy with the goal of reducing significant dependence on a single sector, while optimizing associated opportunities
- Economic diversification can provide **stability** and resilience against industry-specific downturns.

Business attraction

- For BWG to attract new businesses and investment to the region, it will require creating **an attractive business environment** through incentives, streamlined regulations, and support for entrepreneurship.
- These requirements are currently being challenged by **Red Tape barriers** and timing to market entry

Talent retention

- Ensuring that the local workforce has the **necessary skills for emerging industries** is crucial.
- An aging population can present challenges, particularly if there's a **shortage of skilled workers**, making it essential to attract and retain younger talent and promote educational opportunities.

Housing affordability

- BWG’s proximity to Toronto and **other desirable suburban / rural areas** in the Greater Golden Horseshoe brings additional retention challenges as employees commute out of BWG for work.
- The **rising cost of housing** can affect the standard of living and make it challenging for both residents and incoming talent to afford homes in the area.

08. Key Takeaways from Interviews, Workshops and Focus groups

Industrial Land Strategy – Key Insights from Stakeholder Engagement

Engagement across Council, Town staff, consultants, utilities, conservation authorities, and regional partners reveals a **high degree of alignment** on BWG's opportunities and challenges related to employment lands.

Market Interest Exists, but Readiness Is the Constraint

BWG is widely viewed as the **natural northward extension of employment growth from Vaughan**, supported by proximity to the GTA, Highway 400 access, and relatively lower land costs. Demand is present across multiple sectors, including logistics, advanced manufacturing, agri-food, and emerging innovation uses. However, the primary barrier to capturing this demand is **not market interest**, but **servicing capacity, infrastructure sequencing, and implementation readiness**.

Employment Lands Must Deliver More Than Square Footage

There is strong consensus that employment lands are a **finite strategic asset** and should not be consumed by low job-density uses by default. Stakeholders emphasized the importance of:

- Maximizing **job density and tax assessment**
- Supporting **higher-quality, skilled employment**
- Protecting designated employment lands from conversion to non-employment uses

Warehousing is recognized as part of the mix, but not the sole or dominant outcome.

Infrastructure Is the Binding Limitation

Across all engagement groups, **infrastructure constraints** consistently emerged as the most significant challenge. This includes:

- Hydro capacity
- Water and wastewater servicing
- Road access and traffic impacts
- Telecommunications (fiber capacity)
- Environmental and floodplain constraints
- Reliable town-wide transit

Fragmented land ownership, delayed servicing, and parcel-by-parcel approaches are compounding these challenges. There is strong support for **coordinated, area-based master planning and servicing strategies**.

Predictable, Scaled Processes Matter

BWG is perceived as **less predictable and slower** than peer municipalities in advancing employment development. Key concerns include:

- One-size-fits-all planning and site plan requirements
- Disproportionate number of technical studies for smaller projects
- Lengthy approval timelines and procedural uncertainty

Stakeholders emphasized that **clarity, consistency, and speed** are as important as financial incentives in influencing location decisions.

Employment Growth Is Essential to a Complete Community

BWG continues to function largely as a **commuter town**, with limited local employment options for an educated workforce. Employment growth is seen as foundational to:

- Supporting local businesses and amenities
- Reducing out-commuting
- Creating a more resilient and balanced community
- Attracting and retaining younger households

08. Engagement Summary – Strategic Directions

The following Strategic Directions translate what we heard through engagement into focused actions that position BWG to compete effectively, deliver employment lands intentionally, and support long-term community and economic objectives.

Prioritize Employment Land Readiness

Focus municipal efforts on delivering shovel-ready employment lands, including:

- Pre-zoning and clear performance standards
- Coordinated servicing and infrastructure planning
- Phased activation of priority areas, particularly along Highway 400
- Support for transition of zoning designations

Readiness should be treated as a competitive advantage.

Implement Area-Based Infrastructure and Master Planning

Advance infrastructure and environmental planning at an employment-area scale, not site by site, to:

- Address hydro / gas, water, wastewater, telecom, and road capacity holistically
- Integrate environmental constraints early
- Reduce risk, cost, and timelines for individual developments

Use Incentives Strategically and Transparently

Shift from ad-hoc incentives to a clear, outcomes-based framework:

- Define what is incentivized and why
- Tie incentives to job density, design quality, and sector alignment
- Improve competitiveness while maintaining fiscal discipline

Note: a detailed CIP analysis is provided in the Compendium

Align Employment Land Use with Desired Outcomes

Move from a supply-driven approach to a purpose-driven employment strategy by:

- Targeting sectors that align with BWG's strengths (logistics, advanced manufacturing, agri-food, innovation)
- Encouraging a mix of building types, scales, and ownership models
- Protecting employment lands and discouraging premature or low-yield conversions

Modernize and Scale the Development Approval Process

Introduce a right-sized, predictable approval framework, including:

- Tiered site plan and technical requirements
- Delegated approval authority where appropriate
- Early issue resolution and concierge-style coordination
- Clear differentiation between policy constraints and procedural inefficiencies
- Community Planning Permit System for applications

Leverage Location, Visibility, and Identity

Strengthen BWG's employment brand by:

- Positioning the Highway 400 corridor as a flagship employment spine
- Enhancing visibility, design quality, and gateways
- Aligning employment areas with transit, amenities, and quality of place
- Enhance reliable town-wide public transit

09. BWG's Competitive Market Position

09. Regional/Upper-Tier Industrial Development Charges

As the regional tier is included, BWG's cost advantage is compounded further. The County of Simcoe's upper-tier development charge is a fraction of what industrial developers face in York, Peel, and Halton regions — meaning the combined municipal and regional burden in BWG remains well below any comparable 905 market. For developers undertaking site selection across southern Ontario, the all-in development charge position in BWG represents a meaningful reduction in upfront capital cost, reinforcing its competitive standing at both the municipal and regional level.

Upper-tier region	Applies to	Industrial DC ($/m²)	Rate effective	Notes
County of Simcoe	BWG, Innisfil, Barrie area, all Simcoe municipalities	**$60.46**	Jan 1, 2025	County-wide flat non-residential rate. By-law 6930 in force to Dec 31, 2026. Covers roads, paramedics, waste, transit, public works
York Region	Vaughan, Markham, Richmond Hill, Newmarket, Aurora, Georgina et al.	**~$138**	Nov 2024 / Jul 2025	Industrial/office/institutional rate. Covers water, wastewater, roads, transit including Yonge North Subway Extension, police, public health. Among highest regional rates in Ontario
Region of Peel	Brampton, Mississauga, Caledon	**~$95–110**	Feb/Aug 2025 (indexed semi-annually)	Non-residential industrial rate. Covers water, wastewater, roads, transit. 50% residential grant program approved Jul 2025 — non-residential rates unchanged
Region of Halton	Milton, Oakville, Burlington, Halton Hills	**~$80–100**	Apr 2025 (indexed)	Greenfield vs. built boundary rates differ. Non-retail industrial rate. Covers water, wastewater, roads, transit
Region of Waterloo	Kitchener, Cambridge, Waterloo, Guelph area	**~$25–30**	2024/2025	Lower than 905 regions — reflects smaller transit capital program and lower growth infrastructure costs

Sources: County of Simcoe DC By-law 6930 (Jan 2025); York Region DC By-law 2022-31 (Jul 2025 indexed); Region of Peel By-law 77-2020 (semi-annually indexed); Region of Halton By-law 25-22; Region of Waterloo municipal DC pamphlets (2024/2025).

Note: regional rates are subject to semi-annual or annual indexing. Supplementary CRE market-trend data supporting this analysis is provided in the Compendium (Appendix B).

09. Comparative Municipal Industrial Development Charge Analysis

Bradford's industrial development charge sits well below the regional average, representing a meaningful cost advantage relative to most comparable Southern Ontario markets. For large-format buildings, the differential can translate into significant savings at the building permit stage — a material input cost consideration for developers and occupiers weighing site selection across the 905 and broader southern Ontario industrial market.

Municipality	Pop. (2021)	Municipal DC ($/m²)	Rate effective	Notes
BWG	**42,335**	**$9.67 (~$0.90/ft²)**	**Jan 1, 2024**	***One of lowest in Southern Ontario per BILD. Hwy 400 Strategic Employment Area rate. Soft services DC update underway (2025). BWG will also be enrolling in the provincial DC Reduction Program to access the funding pool for housing-enabling infrastructure projects.***
Innisfil	~44,000	**~$25–35** (~$2.30–3.25/ft²)	Jan 1, 2024	*Single flat non-residential rate across all employment land types. Wastewater Treatment Plant DC amendment passed Feb 2025 adds to base rate*
New Tecumseth	~40,500	$448.19 (~$41.66/ft²)	Jan 1, 2026	*Town portion only. Includes water/wastewater in base rate. County of Simcoe ($60.46/m²) and education levies add on top. By-law 2021-166, indexed semi-annually. Verify with municipality whether employment-land exemptions apply — rate is significantly above comparable Simcoe County peers*
East Gwillimbury	~34,000	$15.09 (~$1.40/ft²)	Jul 1, 2025	*Town portion only. Region of York adds ~$138/m² on top for industrial — upper-tier shown separately on slide 98. Community Capital Contribution charge adds ~$2.98/m². By-law 2024-033 (amended 2024-053), indexed semi-annually*
Georgina	~47,000	$18.01 (~$1.67/ft²)	Jul 1, 2025	*Town portion only. Region of York adds ~$29.73/m² on top — upper-tier shown separately on slide 98. Industrial DC deferral: 100% for 3 years effective Jan 1, 2026 for qualifying industrial buildings. By-law 2025-0053, indexed semi-annually*
Barrie	~147,000	**~$193** (~$17.90/ft²)	2025 (indexed)	*Former boundary rate; Salem/Hewitt's area higher. DC deferral pilot in effect Aug 2025. Accessory industrial building discount at $39.01/m²*
Brantford	~104,000	**$95–105** (~$8.80–9.75/ft²)	Oct 2025 (indexed)	*Industrial capped at 25% lot coverage — effective rate significantly lower on large-footprint buildings. Brownfield CIP provides DC reduction equal to remediation cost*
Brampton	~656,000	**$84.06** (~$7.81/ft²)	Aug 2024	*City portion only. Region of Peel adds separately (significant). Large industrial market with established base*
Milton	~140,000	**$67.65** (~$6.29/ft²)	Apr 1, 2025	*Non-retail rate (covers industrial/warehouse). Region of Halton adds on top. Indexed annually April 1 per Stats Can Construction Price Index*
Vaughan	~340,000	**~$308** (~$28.63/ft²)	Nov 2025	*City ($308.06/m²) only. Region of York adds ~$138/m² on top for industrial, bringing total to ~$446/m². Temporary residential DC reduction to zero announced May 2026 — non-residential rates unchanged*
Kitchener	~256,000	**$32.02** (~$2.97/ft²)	Dec 1, 2025	*City portion only. Region of Waterloo adds ~$25–30/m² on top. Indexed annually by Stats Can Construction Cost Index*
Guelph	~143,000	**$221.95** (~$20.62/ft²)	Mar 2, 2024	*Single flat non-residential rate (industrial + commercial + institutional all same). Among higher mid-tier rates*
Orangeville	~32,000	**~$113** (~$10.50/ft²)	Oct 8, 2024	*Increased from $10.58/ft² ($113.90/m²) prior rate. Smaller market, fewer services covered*
Cambridge	~140,000	**~$75–90** (~$7–8.40/ft²)	Oct 23, 2024	*City portion only; Region of Waterloo adds separately. Parks & Recreation DC update in progress (2026)*
Peterborough	~83,000	**~$110–130** (est.)	Sep 3, 2025	*New bylaw just enacted. Exact industrial rate not published in summary form — contact City directly to confirm*

Sources: Municipal DC by-laws and information pamphlets — BWG (2024), Brampton (Aug 2024), Milton (Apr 2025), Vaughan (Nov 2025), Kitchener (Dec 2025), Innisfil (Jan 2024/Feb 2025 amendment), Guelph (Mar 2024), Barrie (2025), Brantford (Oct 2025), Orangeville (Oct 2024), Cambridge (Oct 2024), Peterborough (Sep 2025)., New Tecumseth DC By-law 2021-166, rate schedule effective Jan 1, 2026 (newtecumseth.ca). East Gwillimbury DC By-law 2024-033 as amended, rate schedule effective Jul 1, 2025 (eastgwillimbury.ca). Georgina DC By-law 2025-0053, rate schedule effective Jul 1, 2025; deferral policy effective Jan 1, 2026 (georgina.ca). All figures are municipal/town portion only.

09. Comparative Industrial Market Dynamics and Occupancy Costs

BWG's industrial market dynamics are positioned well amongst the Greater Toronto Area and Greater Golden Horseshoe and represent a meaningful cost advantage for potential future tenants and owners seeking occupancy. While the nodes vacancy is among the lowest and aligns with the GTA North and Vaughan markets, the cost of occupancy is approximately over 33% more affordable offering BWG the opportunity to attract investments for organizations not requiring direct GTA locations.

		Current Inventory *(SF)*	Current Vacant Space *(SF)*	Vacancy *(%)*	12-Month New Supply *(SF)*	12-Month Annual Absorption *(SF)*	Cost of Occupancy *(Avg. Gross $PSF)*	Industrial Market Value *(Avg. $PSF)*	12-Month Land Pricing *(Avg. per acre)*
Greater Golden Horseshoe		255m	11.7m	4.4%	4.1m	2.6m	$13.87	$192	$1.1m
Greater Toronto Area	**Overall**	961m	28.7m	3.0%	10.1m	7.9m	$22.01	$358	$2.1m
	West	431m	15.6m	3.6%	5.3m	5.2m	$21.89	$370	$2.4m
	North	205m	3.6m	1.8%	3.0m	1.9m	$22.67	$357	$2.5m
	East	64m	3.0m	4.7%	1.1m	1.7m	$20.26	$331	$1.2m
	Vaughan	123m	1.9m	1.5%	930k	850k	$21.85	$375	$2.4m
BWG		**2.1m**	**38k**	**1.8%**	**0**	**1k**	**$14.99**	**$252**	**$485k**

Sources: *CoStar, Altus Analytics, Avison Young Market Analytics*

09. Power Constraints

Power availability is one of the most consequential cost variables in industrial site selection. The cost to connect depends on two factors: metres of line required to reach the nearest adequate point on Hydro One's network, and the conductor type that load requires. Based on a March 2026 Class C Initial Estimate issued by Hydro One Networks Inc., the confirmed rate is **$884/m gross ($780/m net of DCF credit)** for a sub-transmission connection at 12.5 MW. All other connections are parcel-specific and require a direct Hydro One quote.

User type	Typical power draw	Power management options
Small industrial condo / service commercial *Trades, flex units, auto repair, light assembly*	**50 – 200 kW** Single or three-phase	• Standby diesel generator (50–200 kW) for backup • UPS for sensitive equipment • Power factor correction to reduce demand charges
Light manufacturing / agri-processing *Food prep, packaging, small-batch production*	**200 kW – 1 MW** Three-phase	• Standby natural gas or diesel generator for backup • Demand scheduling — run high-draw equipment off-peak • Power factor correction to reduce demand charges
Logistics / distribution / warehousing *3PL, e-commerce fulfilment, cold storage, last-mile*	**500 kW – 3 MW** Three-phase	• Rooftop solar + BESS to offset peak demand • Diesel generator bank for backup / peak shaving • IESO demand response — reduce load at grid peaks for bill credit
Advanced manufacturing / auto supply chain *Stamping, injection moulding, Tier 1–2 OEM parts, robotics*	**2 – 8 MW** Three-phase high-demand	• CHP / cogeneration — on-site electricity from natural gas, reduces grid draw • BESS for peak shaving and backup • IESO demand response participation
Cold chain / food processing / CEA *Refrigerated distribution, vertical farming, large greenhouse*	**3 – 10 MW** Three-phase high-demand	• CHP / cogeneration — especially viable for greenhouse operations (heat + power) • Thermal storage — pre-cool off-peak, reduce refrigeration load at peak • Biogas / waste-to-energy from food processing organic waste
Large industrial / business park anchor *Large-format employment land development, multi-tenant industrial parks*	**12.5 MW each / 25 MW combined**	• BESS for peak shaving and backup ride-through • On-site cogeneration to reduce grid dependency • IESO demand response — contractual load reduction during grid stress • Phased load commissioning to reduce initial infrastructure sizing • Cost-sharing with adjacent corridor users reduces individual contribution
Data centre / AI infrastructure / hyperscale *Colocation, cloud compute, EV battery manufacturing, semiconductor fab*	**25 – 300+ MW** Transmission-level load	• Diesel generator UPS N+1 redundancy — industry standard for uptime SLAs • On-site BESS for ride-through and peak shaving • Direct PPAs with renewable generators • Federal co-investment typically required (SIF, Canada Major Projects Office)

Acronym	Full Term
AI	Artificial Intelligence
BESS	Battery Energy Storage System
CHP	Combined Heat and Power
DCF	Development Charge Fund *(or Development Cost Fund Credit)**
EV	Electric Vehicle
IESO	Independent Electricity System Operator
kW	Kilowatt
MW	Megawatt
OEM	Original Equipment Manufacturer
PPA	Power Purchase Agreement
SIF	Strategic Innovation Fund
SLA	Service Level Agreement
UPS	Uninterruptible Power Supply
3PL	Third-Party Logistics

Power draw ranges and power management options are indicative industry benchmarks based on standard electrical engineering practice and publicly available sector profiles. Actual requirements vary by building size, operational intensity, equipment specification, and site-specific conditions. All users should obtain a parcel-level assessment from their electricity distributor prior to making infrastructure investment decisions

09. How Municipalities Are Navigating Power Constraints to Attract Investment

Power availability and connection timing have become decisive site selection criteria. Municipalities winning industrial investment are absorbing, deferring, or de-risking power connection costs on behalf of occupiers — rather than leaving it as a barrier to entry.

	Approach	What Leading Municipalities Are Doing	Implications for BWG
01.	**Pre-service employment lands with power infrastructure** ↳ Ontario Affordable Energy Act, 2024	Build substation capacity and distribution infrastructure before the occupier arrives. Municipalities absorb the cost and recover it through assessment growth. Serviced parcels with confirmed power availability are consistently shortlisted over those that cannot provide a connection timeline at first contact.	Confirm power availability parcel-by-parcel across the Highway 400 employment lands and publish this in every Invest Ontario listing and site selection package. BWG should consider working with ISPs to request confirmation of power availability.
02.	**Package existing incentive programs into the attraction pitch** ↳ Ontario Industrial Energy Efficiency Program (up to $5M)	Leading economic development offices present provincial incentive programs during site selection — before the location decision is made. Most occupiers discover these programs only after they have already committed to a site.	Build a one-page power incentive summary — Ontario programs, federal Clean Electricity ITC, and CIP incentives *(currently on hiatus)* — and include it in BWG's standard investment attraction package.
03.	**Act as navigator between occupier and utility** ↳ Alberta: dedicated grid connection concierge service	Alberta runs a government-funded concierge to help companies navigate grid connection as part of its $100B data centre strategy. Ontario municipalities are doing this informally — attending pre-application meetings with Hydro One and advocating for connection timelines that align with investor schedules.	Designate a single economic development contact for power connection facilitation. A direct working relationship with Hydro One and Alectra Utilities Corp means connection timelines can be confirmed quickly — a material advantage in competitive site selection which can help mitigate the existing 78% end-user cost burden.
04.	**Leverage Ontario's obligated-connection framework** ↳ Ontario: legislated large-load connection obligation	Ontario's grid is legislatively obligated to connect large loads. Québec requires provincial government approval for large loads — a material timeline and approval risk that Ontario eliminates by statute. Few Ontario municipalities name this advantage explicitly in their materials.	State clearly in all investment attraction materials that Ontario's legislated connection obligation removes the approval uncertainty that Québec's framework introduces — a direct differentiator for any occupier comparing both provinces.
05.	**Access federal capital to reduce local infrastructure cost burden** ↳ Federal Budget 2025: Clean Electricity ITC · Major Projects Office	Budget 2025 introduced a Clean Electricity ITC available to municipal corporations for transmission buildouts. Canada's Major Projects Office is fast-tracking critical electricity projects nationally. Municipalities framing servicing needs as nation-building infrastructure — not local capital projects — are accessing cost-sharing most others are not using.	Evaluate Clean Electricity ITC eligibility for any planned substation or distribution upgrades in the employment corridor. A submission to the Major Projects Office positions BWG within the provincial grid expansion narrative at minimal cost.

BWG's Position

Ontario's obligated grid connection combined with BWG's Highway 400 location means the Town can credibly offer two things most comparable Québec employment corridors cannot: a confirmed power connection timeline and GO transit access for shift workers. BWG has been working with IESO and HONI and should continue with this engagement as well as advocating at all political levels.

Source: *Government of Ontario, Government of Alberta, Government of Canada, Natural Resources Canada*

09. Cost to Bring to Market

Developing industrial land in BWG costs less than anywhere else in the Greater Toronto Area — and the gap is widening. With land at roughly $485K per acre versus $2.5M in GTA North, and development charges among the lowest in Southern Ontario at $6.52/sf combined, BWG's cost-to-market position is a genuine competitive advantage that translates directly into project feasibility. The three scenarios below illustrate total all-in hard costs across the spectrum of industrial development types anticipated within BWG's employment lands.

SCENARIO A — Warehouse / Logistics

Cost Component	Value
Land acquisition	$485K/ac
Site servicing (GTA)	$165–252K/ac
Construction (Altus GTA)	$75–$180/sf
Municipal DC	$0.90/sf
County of Simcoe DC	$5.62/sf
Soft costs (~15%)	est.
Total (Per acre)	$1.6M – $3.2M

SCENARIO B — Light Manufacturing

Cost Component	Value
Land acquisition	$485K/ac
Site servicing (GTA)	$165–252K/ac
Construction (Altus GTA)	$150–$250/sf
Municipal DC	$0.90/sf
County of Simcoe DC	$5.62/sf
Soft costs (~15%)	est.
Total (Per acre)	$3.2M – $5.8M

SCENARIO C — Distribution / Fulfillment

Cost Component	Value
Land acquisition	$485K/ac
Site servicing (GTA)	$165–252K/ac
Construction (Altus GTA)	$170–$480/sf
Municipal DC	$0.90/sf
County of Simcoe DC	$5.62/sf
Soft costs (~15%)	est.
Total (Per acre)	$3.5M – $11.0M

Notes: All-in cost per acre assumes 40% site coverage ratio (approx. 17,500 sf building per acre), consistent with GTA industrial norms. Hydro project costs are not included in calculations and can fundamentally shift this advantage if not controlled.Construction costs are GTA-region hard costs (Altus Group 2026 Canadian Cost Guide). Soft costs include A&E fees, permits, contingency, and financing charges; exclude HST, land transfer tax, and environmental studies. Municipal DC: Town of BWG By-law (Jan 1, 2024, $9.67/m² = $0.90/sf). County of Simcoe DC: By-law 6930 ($60.46/m² = $5.62/sf). Land: Avison Young market comparables, BWG employment lands, 2025–2026. Servicing: Altus Group 2026 Canadian Cost Guide, GTA industrial rate ($165,000–$252,300/acre). All figures are order-of-magnitude estimates for planning purposes only; site-specific conditions will vary.

10. Target Sector Identification

10. Invest Ontario's Three Priority Sectors for Industrial Investment Attraction

BWG niches sit well within and beyond Invest Ontario's three priority sectors, presenting substantive opportunity to leverage the industrial lands and position the Town for long-term sustainable growth.

Advanced Manufacturing

Ontario's largest sector — $44B+ in automotive and EV investment over four years. Covers the full manufacturing spectrum from EV batteries to aerospace.

KEY SUBSECTORS

- Automotive & electric vehicles
- Aerospace & MRO services
- Advanced materials & chemicals
- Clean technology
- Semiconductors & electronics

BWG Relevance

Most directly aligned with BWG's employment land offering. Large-format serviced land, Hwy 400 access, and a growing labour pool support manufacturers seeking an alternative to the congested 905.

Life Sciences

Canada's largest life sciences jurisdiction — 72,000+ employees across ~2,000 firms. $201M provincial strategy launched 2024 to grow biomanufacturing capacity.

KEY SUBSECTORS

- Biopharmaceuticals & vaccines
- CDMOs & pharma manufacturing
- Medical technology & devices
- Digital health & AI

BWG Relevance

Life sciences-adjacent manufacturing – medical device assembly, packaging, reusable packaging and cold-chain logistics – is a realistic demand segment given BWG's proximity to the GTHA and available land.

Technology

North America's second-most concentrated tech cluster. Strength in AI, software, robotics, cybersecurity, quantum computing, and semiconductor design.

KEY SUBSECTORS

- AI, machine learning & robotics
- Semiconductors & chip design
- Cybersecurity & quantum computing
- Cloud & digital infrastructure
- High-tech manufacturing

BWG Relevance

Edge data centres, high-tech manufacturing, and AI-adjacent production align with available land, and Hwy 400 access. The opportunity is technology users with manageable power requirements — complementing hyperscale facilities.

***Source**: Invest Ontario*

10. Advanced Manufacturing Sub Sector Overview

BWG's employment lands are well-aligned with advanced manufacturing — particularly the mid-tier supply chain supporting Ontario's automotive sector. Large-format serviced sites with Highway 400 access, competitive development charges, and a growing skilled trades workforce position BWG as a credible alternative to congested 905 nodes for manufacturers seeking scale and cost efficiency. Aerospace & Maintenance, Repair and Overhaul *("MRO")*, advanced materials, and high-tech electronics are realistic near-term targets given BWG's site characteristics and labour profile. EV battery manufacturing requires 100–300MW of dedicated power supply — a constraint that places it beyond BWG's current grid capacity and into a longer-horizon category, subject to resolution of the power investment outlined in the infrastructure strategy.

Subsector	What it is	Site requirements	Labour intensity	Power intensity	Additional notes
Automotive & EV assembly	Vehicle assembly and EV conversion facilities; final-stage integration of components into finished vehicles	Very large footprint (1M–4M+ sf); rail or highway access; high clear heights; extensive utilities	High	Moderate–high	Typically mega-projects; OEM-driven; requires established supply chain proximity; long planning horizons
EV battery manufacturing	Production of lithium-ion battery cells, modules, and packs for EV supply chains	100–300MW power supply; clean room / dry room environments; 2M–5M sf; strict humidity control; heavy floor loads	Moderate	Very high	Extremely capital intensive; requires specialized workforce; 2–3× the power load of a conventional auto plant
Aerospace & MRO	Aviation parts manufacturing, maintenance, repair and overhaul of aircraft and components	Proximity to airports; high-bay clearance; clean environments; secured access; laydown areas	High	Low–moderate	Highly regulated; long procurement cycles; skilled trades dominant; strong certification requirements
Advanced materials & chemicals	Specialty chemicals, bio-based materials, composites, and engineered materials for industrial applications	Chemical handling infrastructure; containment systems; environmental compliance; rail/tanker access; process utilities	Low–moderate	Moderate–high	Process-driven; significant environmental permitting; often requires large land area for safe separation distances
Clean technology	Manufacturing of solar panels, hydrogen equipment, energy storage systems, and environmental technology	Varies widely by product; moderate footprint; proximity to utilities; grid connection important	Moderate	Varies	Fast-growing sector; supported by federal and provincial incentives; supply chain still maturing in Ontario
Semiconductors & electronics	Chip design, printed circuit board assembly, and high-tech electronics manufacturing	Ultra-clean environments; vibration-controlled floors; redundant power; controlled humidity; specialized HVAC	Moderate	High	Chip fabrication (fabs) are extremely capital-intensive; assembly/packaging plants more accessible at smaller scale

Source: Invest Ontario; OVIN; Assembly Magazine; Area Development; Eco Canada

10. Life Sciences Sub Sector Overview

BWG is not a traditional life sciences cluster, and R&D-intensive activities will continue to gravitate toward Toronto's hospital and university networks. However, the industrial real estate requirements of life sciences-adjacent manufacturing — cold-chain logistics, medical device assembly, pharmaceutical packaging, and Contract Development and Manufacturing Organization *(“CDMO”)* support facilities — are a realistic and growing demand segment for BWG's employment lands. Proximity to the GTHA's research ecosystem, combined with available large-format industrial space and competitive occupancy costs, positions BWG as a practical location for operators seeking manufacturing scale without core 905 premiums. Biopharmaceuticals and CDMOs carry high power intensity requirements; while within a manageable range for near-term serviced sites, growth in this sub-sector should be monitored against available grid capacity as the parks develop. Supporting this sector, there was a recent provincial announcement of a Southlake Advanced Care Centre coming to BWG.

Subsector	What it is	Site requirements	Labour intensity	Power intensity	Additional notes
Biopharmaceuticals & vaccines	Manufacturing of biological medicines, monoclonal antibodies, and vaccines using living cell cultures	Biosafety-rated facilities; cleanrooms; cold chain storage; high HVAC redundancy; strict environmental controls; 50,000–500,000 sf	High	High	Heavily regulated (Health Canada, FDA); long facility commissioning timelines; proximity to research hospitals an asset
CDMOs	Contract development and manufacturing organizations that produce drugs and biologics on behalf of pharma clients	Flexible multi-product manufacturing suites; cGMP-compliant; cold storage; quality labs; scalable utilities	High	Moderate–high	Growing rapidly as pharma companies outsource manufacturing; strong IP and security requirements; clients often multi-national
Pharmaceutical manufacturing	Production of conventional small-molecule drugs, tablets, capsules, and liquid formulations at commercial scale	cGMP manufacturing suites; dust extraction; HVAC isolation; controlled access; quality control labs; 30,000–300,000 sf	Moderate	Moderate	More established sector with predictable facility profiles; subject to extensive regulatory inspection and documentation
Medical technology & devices	Design and manufacturing of diagnostic equipment, surgical instruments, implants, and wearable health devices	Cleanroom space for precision assembly; specialized tooling; quality testing labs; standard industrial footprint otherwise	High	Low–moderate	Wide range of facility scales; ISO 13485 certification required; often co-locates with engineering and R&D teams
Digital health & AI	Software platforms, AI diagnostic tools, clinical trial technology, and health data analytics	Standard office/lab space; data centre access for AI workloads; proximity to hospital networks and clinical partners	High	Low	Primarily knowledge-based; generates demand for office and lab space rather than heavy industrial; talent-driven location decisions

Source: Invest Ontario; Ontario Life Sciences Strategy Phase 2 (2024); Health Canada; Invest Ontario Annual Report 2024–25

10. Technology Space Sub Sector Overview

The technology sector's most significant industrial real estate driver is digital infrastructure — data centres, edge computing facilities, and AI compute nodes. BWG scores well on land availability, Highway 400 connectivity, and proximity to major fibre routes, making it a credible candidate for regional and hyperscale operators seeking alternatives to land-constrained 905 markets. However, AI and cloud infrastructure sub-sectors require 50–500MW of continuous power — well beyond BWG's current grid capacity. These uses represent a genuine long-horizon opportunity contingent on resolution of both the power investment identified in the infrastructure strategy and the water capacity constraints tied to BWG's InnServices agreement. High-tech manufacturing, cybersecurity operations, and semiconductor assembly/packaging carry moderate power requirements and are more actionable near-term targets within current site capabilities.

Subsector	What it is	Site requirements	Labour intensity	Power intensity	Additional notes
AI & machine learning infrastructure	Large-scale compute facilities and AI training infrastructure supporting cloud, research, and enterprise AI workloads	Primarily data centre requirements — significant power (50–500MW+); cooling infrastructure; fiber connectivity; large land area	Low	Very high	Fastest-growing source of industrial real estate demand in North America; BWG's power access and land make it a viable candidate
Semiconductors	Chip design, wafer fabrication, and assembly/packaging of integrated circuits and microelectronics	Chip fabs require ultra-pure water, vibration isolation, redundant power (100MW+), and strict cleanroom environments; packaging plants are more modest	Moderate	Very high	Fabs are billion-dollar investments; packaging and assembly are more accessible; talent and supply chain proximity critical
Cybersecurity & quantum computing	Secure computing platforms, threat intelligence operations, and early-stage quantum hardware development	Secure, access-controlled facilities; quantum research requires vibration isolation and cryogenic cooling systems; primarily lab/office scale	High	Varies	Primarily talent-driven; clustered around universities and research institutions; quantum hardware facilities are highly specialized
Cloud & digital infrastructure	Data centres, colocation facilities, and edge computing nodes supporting cloud services and digital platforms	20–500MW power supply; high-capacity fiber; redundant cooling / water requirements; large flat sites; proximity to grid substations; 100,000–1M+ sf;	Low	Very high	Directly generates large-format industrial real estate demand; Hwy 400 corridor and BWG's land supply are a strong fit for hyperscale or regional data centres
High-tech manufacturing	Robotics assembly, automation equipment production, precision manufacturing, and advanced electronics fabrication	Moderate industrial footprint; precision floor specifications; controlled environments; skilled trades and engineering workforce nearby	High	Moderate	Broad category — ranges from robotics OEMs to automation integrators; often co-locates with automotive or aerospace supply chains

Source: Invest Ontario; Invest Ontario Annual Business Plan FY2025–26; Microsoft / Marvell Ontario announcements; investontario.ca

10. Priority Sectors for BWG to Leverage the Competitive Advantage

	Sector	What it is	Why BWG West Gwillimbury
1.	**Logistics & Distribution**	Regional distribution centers, last-mile logistics, 3PL, cold chain and e-commerce fulfilment	Highway 400 access; large developable lots; low development charges *("DC"s)*; proximity to 5M+ GTA consumers; Hwy 425 improving east–west connectivity
2.	**Agri-Processing & Food Manufacturing**	Value-added food processing, cold storage, packaging, re-usable packaging and primary processing of agricultural products	Holland Marsh — "Salad Bowl of Ontario" — provides direct agricultural supply; Hwy 400 for distribution; competitive land costs
3.	**Construction Materials & Modular Building**	Pre-fabricated construction components, modular housing, mass timber, concrete products, and building systems manufacturing	Strong housing demand across Simcoe County and GTHA creates captive local market; large lots; highway access for oversized loads
4.	**Automotive Supply Chain**	Tier 1 and 2 auto parts manufacturing, stamping, injection molding, and assembly components for original equipment manufacturers *("OEM")*	Existing auto manufacturing cluster (Kumi, Channel Industrial, Spectra Aluminum); proximity to Ontario OEM plants; skilled trades workforce
5.	**Equipment & Heavy Machinery**	Sales, service, and assembly of industrial, agricultural, and construction equipment; Maintenance, repair and operations facilities	Highway 400 visibility and access; large lots for equipment storage; rural and construction sector demand in Simcoe County; Hwy 400 corridor a natural equipment distribution spine coupled with future planned Highways 413 & 425
6.	**Defense & Space Supply Chain**	Precision machining, metal fabrication, electronics components, composites, tooling, and specialized manufacturing supporting aerospace and defense contractors	Access to GTA aerospace and defense ecosystem; availability of large industrial sites; skilled manufacturing workforce; proximity to Highway 400 and regional transportation networks
7.	**Wholesale Trade & Building Supplies**	Trade counters, showrooms, and distribution for building materials, plumbing, HVAC, electrical, and contractor supplies	Rapidly growing construction activity across Simcoe County and northern GTA; convenient Hwy 400 access for contractors; lower land costs enable large showroom/warehouse formats
8.	**Controlled Environment Agriculture**	Greenhouses, vertical farming, hydroponics, indoor food production, and agri-tech systems supporting year-round cultivation	Proximity to Holland Marsh agricultural cluster; strong agri-food ecosystem; access to water and utilities; growing demand for local food production within the GTA
9.	**Small & Mid-Size Format Industrial Condominiums**	Flexible industrial condo units for trades, light manufacturing, service commercial, warehousing, and small business operations	Strong demand from local entrepreneurs and trades; more affordable ownership opportunities compared to the GTA; Highway 400 access; growing population and business base driving need for flexible industrial space

Source*: Town of BWG West Gwillimbury Community Profile (2024); Watson & Associates Growth Management Strategy (2025); Business View Magazine; Invest Ontario; Ontario Grow Strategy*

10. Economic Impact Framework — Target Sector Assumptions & Land-Employment Linkages (1/2)

Employment density and multiplier strength are the two measures that determine the true economic value of each target sector. Jobs per acre captures direct employment potential; multiplier strength captures the broader indirect and induced activity each sector generates through its supply chain and workforce spending.

Sector	Space type	Typical size	Jobs / acre (direct, net site)	Economic Multiplier Estimate ($)	Strategic notes
Logistics & Distribution	Large-format warehouse / DC, dock-high + grade loading, truck courts	100,000–500,000 sf	4–15 Large automated DC: 4–8 Mid-format regional: 10–15	1.4–1.6×	*Lowest employment density and multiplier in the portfolio — assessment value per acre is driven primarily by land rather than building intensity. Note: Cold-chain variant raises water demand.*
Agri-Processing & Food Manufacturing	Food-grade industrial, water + waste treatment, refrigerated zones	20,000–150,000 sf	20–35 Lower end: automated bottling/baking. Upper end: labour-intensive fresh-cut or specialty processing	2.0–2.4×	*Strongest multiplier in the portfolio. Specialised building systems (refrigeration, food-grade utilities) drive replacement cost and ICI assessment well above the warehouse baseline. Holland Marsh proximity amplifies indirect supply chain effects locally. Water-intensive use.*
Construction Materials & Modular Building	Large-footprint manufacturing + outdoor storage yard, oversized-load access	50,000–200,000 sf + yard	18–28 Calculated against net building footprint. Gross site acreage larger due to storage yards	1.7–2.0×	*GDP contribution is anchored in manufacturing output value, not just headcount. Large outdoor storage yards reduce building-to-site ratio and ICI assessment per acre relative to pure manufacturing uses.*
Automotive Supply Chain	Precision manufacturing — 3-phase power, crane capacity, clean environment	15,000–80,000 sf	25–45 Modern Tier 1/2 operations are increasingly automated. Tariff sensitivity is a near-term risk factor for Ontario supply chain broadly	2.2–2.6×	*Highest combined score on jobs per acre and multiplier of near-term targets. Specialised building systems (3-phase power, crane capacity, reinforced floors) drive ICI replacement cost and assessment significantly above warehouse product. Existing cluster (Kumi, Channel Industrial, Spectra Aluminum) supports anchor argument.*
Equipment & Heavy Machinery	Showroom / service hybrid + outdoor storage, Hwy 400 visibility	30,000–120,000 sf + yard	10–20 Measured against net building footprint. Gross site density lower due to equipment yards	1.6–1.9×	*Showroom component is assessed at commercial rates, lifting ICI assessment above pure industrial product. Equipment inventory (personal property) contributes to total tax base beyond the ICI assessment figure. Natural fit for large Hwy 400 corridor parcels.*

Source: *Statistics Canada; Government of Canada Job Bank; FedDev Ontario; Roland Berger; Ontario 360; City of Toronto; Watson & Associates; Town of BWG; Invest Ontario; DSV Canada.*

10. Economic Impact Framework — Target Sector Assumptions & Land-Employment Linkages (2/2)

Employment density and multiplier strength are the two measures that determine the true economic value of each target sector. Jobs per acre captures direct employment potential; multiplier strength captures the broader indirect and induced activity each sector generates through its supply chain and workforce spending.

Sector	Space type	Typical size	Jobs / acre (direct, net site)	Economic Multiplier Estimate	Strategic notes
Defense & Space Supply Chain	Secure precision manufacturing, high power, controlled access	10,000–60,000 sf	20–40 CNC-dominant operations have moderate headcounts per sf	2.0–2.4×	The economic case rests on GDP per job and ICI assessment per sf, not headcount. Secure, specialised facilities drive replacement cost and assessment among the highest in the portfolio per square foot. Longer-horizon; contingent on GTA anchor relationships.
Wholesale Trade & Building Supplies	Trade counter / showroom-warehouse hybrid, contractor-accessible layout	15,000–80,000 sf	20–30 Trade/retail component lifts density above pure distribution	1.6–1.9×	Strong ICI assessment contribution relative to footprint — showroom/trade counter format assessed at commercial rates. Near-term demand driven by Simcoe County construction activity is reliable and quantifiable.
Controlled Environment Agriculture	Greenhouse or vertical farm — high power + water intensity, CO_2 management	50,000–300,000+ sf	8–25 Large commercial greenhouse: 8–15. Specialty / vertical farm: 15–25	1.8–2.2×	High water consumption use — must be assessed. Specialised HVAC and utilities drive construction cost; ICI assessment per acre is moderate given large building footprints.
Small & Mid-Size Format Industrial Condos	Stacked / flex condo units — trades, light manufacturing, service commercial	1,500–8,000 sf / unit	20–35 Reflects stabilised multi-tenant occupancy	1.6–2.0×	Highest ICI assessment per acre in the portfolio — owner-occupied stacked units assessed at replacement cost per unit, maximising assessment density per land area. Quick-win track: can begin generating ICI assessment revenue in the near term while larger parcels are serviced.

The analysis suggests that BWG's greatest economic opportunity lies in attracting a diversified mix of employment uses, with a deliberate emphasis on higher-value manufacturing and production sectors that generate strong employment density, high assessment values, and significant multiplier effects. While logistics and distribution will continue to play an important role in market absorption, the Town's long-term prosperity will be maximized by preserving strategic sites, investing in infrastructure readiness, and targeting industries that deliver the greatest economic return per acre of employment land. This approach positions BWG to evolve from a land-competitive alternative to the GTA into a recognized employment destination with a resilient and diversified industrial economy

Source: *Statistics Canada; Government of Canada Job Bank; FedDev Ontario; Roland Berger; Ontario 360; City of Toronto; Watson & Associates; Town of BWG; Invest Ontario; DSV Canada.*

11. Attracting Business to BWG

10. Canadian cities attracting high levels of investment demonstrate key characteristics

Based on research undertaken by the Conference Board, Canada's cities and major metropolitan areas continue to attract Foreign Direct Investment ("FDI") due to its access to additional markets, existing clusters of economic activity and established supply and distribution channels. Canada and cities within Ontario more specifically, continue to attract a growing share of population growth and new business investment.

Over half of Canada's population currently lives in its major cities, a share that according to economists will rise globally to two-thirds by 2051. Not surprisingly, major Canadian cities' share of economic activity has also been increasing alongside FDI. A city's ability to attract domestic and foreign direct investment is affected by many factors, including key traits identified below. Based on trends toward increased urbanization and the factors below, it is clear that Canadian cities, in particularly large metropolitan areas such as the GTHA, have a tremendous opportunity for FDI attraction.




Cities that attract high levels of investment tend to demonstrate the following traits:

- **01** Highly educated workforce
- **02** High levels of spending on Research and Development
- **03** Investment in new technologies
- **04** Strong industry clusters
- **05** Infrastructure and accessibility
- **06** Investment promotion agencies
- **07** Regional economic strategies
- **08** Attainable investment incentive programs

A recent report by The Economist named Vancouver, Calgary and **Toronto** as the fifth, seventh and **ninth** most livable cities in the world. Canada has a solid reputation within the international business community, which in turn presents BWG with an opportunity to market itself as a competitive FDI location within Canada and the GTHA.

Source: Conference Board of Canada | The Economist

11. How BWG Can Leverage its Position and Investment Attraction Traits

Trait	BWG's Current Position	How to Action / Leverage
01. **Highly Educated Workforce** *Developing*	• Workforce growing rapidly, but younger and less credentialled than core GTA markets • Strong access to broader talent via Barrie, York Region, and GTHA • Youth-driven growth (near doubling by 2051) supports long-term pipeline despite current gaps	• Partner with Georgian, York, Lakehead University, Humber for co-op + apprenticeship pipelines (advanced manufacturing, agri-tech, logistics) • Embed workforce development commitments in investment attraction pitches • Emphasize access to 4.2M GTHA labour pool—not just local workforce
02. **High R&D Spending** *Gap to address*	• No meaningful local R&D presence or post-secondary research institutions • Currently has MUCK Research Centre *(part of University of Guelph)* • Major structural gap relative to FDI benchmarks • R&D-intensive sectors typically require proximity to university research clusters (absent locally)	• Position BWG as an applied production node, complementing Toronto/Waterloo research • Target sectors where production follows R&D (pharma manufacturing, CEA, EV, etc.) • Advocate for satellite campus or applied research centre (Georgian / Humber / Seneca corridor) as long-term strategy
03. **Investment in New Technologies** *Emerging opportunity*	• Limited track record today, but enabling conditions are forming • Ontario requirement to connect large loads creates advantage vs. Québec *(for power-intensive uses)* • Attractive to data centres, AI infrastructure, advanced manufacturing • Holland Marsh corridor supports ag-tech and CEA investment positioning	• Pre-zone employment lands for high-power / tech-adjacent uses • Clearly market ability and timelines to accommodate large electrical loads at requirements • Build a specific ag-tech/CEA value proposition leveraging Holland Marsh advantage
04. **Strong Industry Clusters** *Existing foundation*	• Established clusters: automotive supply chain (Kumi, Spectra, etc.), agri-food (Holland Marsh), logistics/distribution (Toromont/Caterpillar, 3PLs) • Mature, functioning clusters—not aspirational • Auto supply cluster positioned to scale with Ontario EV transition	• Explicitly brand clusters *(e.g., "BWG Automotive Corridor", "Holland Marsh Agri-Food")* • Use existing anchors as proof points in attraction materials • Position BWG as entry into an established ecosystem vs. greenfield location
05. **Infrastructure and Accessibility** *Strongest current asset*	• Direct Hwy 400 access, CN Rail corridor, GO Transit expansion, Pearson within ~50 km • Future Hwy 425 (Hwy 400–404 link) • Combines highway, rail, transit, and airport access at competitive cost • Most credible near-term FDI advantage	• Lead all investor discussions with infrastructure advantages • Create clear infrastructure summary (travel times to Pearson, ports, border, Union Station) • Position GO expansion as labour accessibility advantage • Ensure marketing highlights BWG's strategic Hwy 400 positioning up front
06. **Investment Promotion Agencies** *Needs activation*	• Reliance on Town economic development + Invest Ontario • No dedicated, resourced local investment promotion entity • BWG underrepresented in site selection databases and narratives	• Develop formal investment attraction package (sites, power, labour, sector story) • Assign dedicated contact for industrial site selection inquiries • Build relationships with FedDev Ontario + Canada Major Projects to increase visibility
07. **Regional Economic Strategies** *Well-positioned*	• Aligned with Simcoe County, Ontario, and federal strategies (Invest in Canada) • Identified as a primary growth settlement area • Has formal regional planning role similar to peer municipalities • Key challenge: ensuring BWG's industrial land strategy is visible within region	• Position Industrial Land Strategy as BWG's contribution to regional growth • Advocate for BWG employment lands in County-level marketing • Coordinate with Innisfil + New Tecumseth to develop joint employment corridor pitch • Aggregate labour + land supply in regional investment narrative
08. **Attainable Investment Incentive Programs** *Opportunity to formalize*	• Competitive DCs vs. GTHA, but no formal industrial incentive program • Peer municipalities use tax deferrals, DC reductions, CIP incentives • Pilot Growth Services Concierge Program for guaranteed development application processing timelines	• Develop formal incentive program (tax abatements, DC deferrals, targeted rebates) • Define clear criteria (jobs, sector alignment, investment thresholds) • Benchmark competitiveness vs. York Region + Simcoe County • Clearly publish incentives—lack of visibility can deter investors early

Source: *IESO, Ontario Ministry of Energy and Mines, Government of Alberta, Hydro-Québec, Natural Resources Canada, MLT Aikins, McKinsey & Company, PwC, Cassel & Graydon*

11. Invest Ontario and ICI Investment Criteria

The Invest Ontario Partner Portal and the Site Readiness Program offer financial assistance to property owners undertaking preparatory work on eligible industrial sites. Properties that complete the program are more appealing to investors and site selectors, as they provide critical due diligence information—such as site availability, utility servicing, transportation access, and environmental records—needed to expedite location decisions. Upon successful completion of the program, applicants may receive reimbursement for 50% of eligible costs, up to a maximum of $25,000 per application. Key Criteria Include:

Zoning & Planning	Property Size	Ownership	Infrastructure and Servicing	Development Constraints	Availability	Municipal Support
• The property must be designated for industrial uses in the municipal Official Plan and zoned to permit a wide range of industrial activities to provide flexibility. • For properties within business or industrial parks, a Plan of Subdivision must be available.	• Properties outside a business park must be a minimum of 4 hectares (10 acres) of contiguous, developable land. • Properties within industrial parks can combine multiple lots to meet this requirement.	• Open to both public and private owners. • All lots must have the same registered owner willing to enter into a contract with the province.	• Existing or planned public road access. • Serviced or serviceable by municipal water and wastewater systems. • Access to natural gas, hydro, and tele-communications services.	• The property must be free from constraints such as: • Restrictions on title. • Floodplain, natural hazard areas and significant natural heritage features. • Holding symbols in zoning by-laws. • Planned roads or existing rights-of-way.	• The property must be available for sale for four years following certification, unless sold. • After the 4-year mark, the certified site designation is no longer valid.	• Applications must be sponsored and endorsed by the municipality or regional Economic Development Organization and the Chief Planning Official or their delegate.

Note: Parcel-level fabric and investment-ready site data sheets are compiled in the separate Site Profiles and Parcel Fabric Package, prepared for submission to Invest Ontario.

Source: Invest Ontario

11. Site Selectors Guidelines

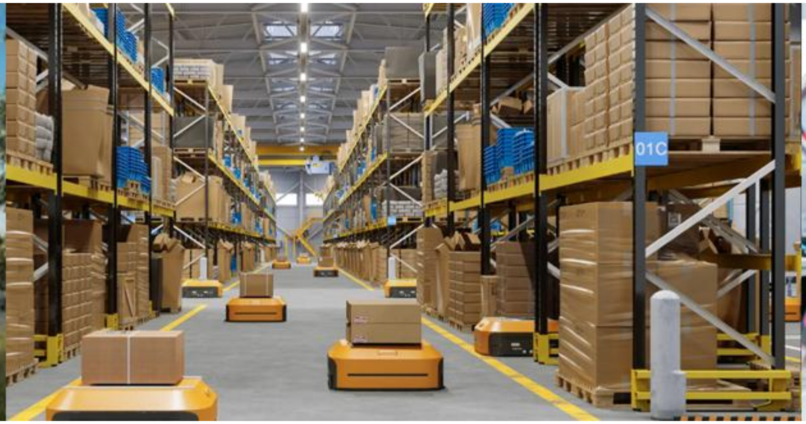
Industrial occupiers consider a range of factors in site selection

Industrial Site Selection

- Market conditions
- Transportation and infrastructure
- Supply chain
- Access to public transit
- Local government incentives
- Regulatory compliance
- Power
- Sustainability
- Digital infrastructure
- Long term cost of occupancy (ie rent, property taxes, etc)

"War for Talent" considerations

- Availability and quality of labour
- Skills required related to industry/sector
- Cost, wages, benefits
- Longevity and reliability
- Expanded labour pool
- Learning & development
- Company culture


11. Industrial campuses are increasingly talent magnets, not just production hubs

Employee experience key factor for success.

Amenities	
On site food options	Develop a food court or options
Greenspace + fresh air	Offer outdoor patio and seating areas, access to parks and greenspace. Add indoor plants.
Fitness + workout facilities	Learn from office employers and offer gyms, programs etc. Outdoor basketball courts and increasingly popular. Yoga programs are easy to organize.
Buildings with natural lighting	Fresh air and views are crucial for happy engaged people.
Games + experience	Tech companies have learned that games can attract and engage talent and boost energy levels.
Improved facilities with restrooms + breakout areas	No more dingy manufacturing buildings! Make it nice and appealing to appreciate your employees.
Public transportation + access	If practical, attempt to locate near public transportation to provide employees with commute options.

11. How to Build out Industrial Lands Successfully

Strategy		Description
01.	**Location & Accessibility**	Highway access remains the single most consistent predictor of industrial success. Proximity to a 400-series or equivalent freeway, ideally with a dedicated interchange, is non-negotiable for logistics and distribution uses. Beyond that, proximity to labour catchments matters enormously — industrial areas that are difficult to reach by transit or are isolated from residential areas increasingly struggle to attract and retain workers, particularly for shift-based operations. Rail access and airport proximity are secondary but meaningful for specific sectors.
02.	**Land & Building Characteristics**	Modern logistics and industrial users have become highly specific in their requirements. Large, contiguous, serviced parcels — typically 2 hectares or more for anchor tenants — are essential. Building specifications have shifted dramatically: clear heights of 12 metres or more, large truck courts, high dock door ratios, and adequate trailer storage are now baseline expectations for distribution and e-commerce users. Smaller-bay multi-tenant industrial buildings remain important for light manufacturing, service industrial, and flex uses, and successful employment areas typically offer a range of unit sizes rather than a monoculture of large-format warehousing.
03.	**Mix of Uses**	The most resilient industrial areas tend to incorporate a deliberate mix of use types within the broader employment zone. This typically includes a core of traditional and modern industrial (manufacturing, warehousing, distribution), supported by service commercial uses — fuel, fleet services, building supply — that serve the industrial occupants directly. Increasingly, successful employment areas also incorporate innovation and flex space: lower-ceiling, smaller-bay buildings that attract tech-adjacent manufacturing, food processing, and creative industries. Pure warehousing districts without this diversity tend to be more vulnerable to demand cycles.
04.	**Amenities & Worker Services**	This has become a more prominent factor as labour markets tighten. Industrial areas that lack basic worker amenities — food options, transit stops, green space, and basic retail — face real recruitment and retention disadvantages. The evidence from newer employment area master plans points toward the value of a central amenity node within larger employment districts: a concentration of quick-service food, convenience retail, and outdoor space positioned to serve workers across the surrounding area. Some jurisdictions have gone further, incorporating childcare facilities and fitness uses into employment area plans.
05.	**Governance & Management**	Business improvement area-style management, shared security, coordinated maintenance, and active land stewardship consistently appear as differentiating factors between employment areas that remain competitive over time and those that gradually deteriorate. Areas with a single dominant landowner or a coordinated development entity tend to outperform fragmented ownership structures over the long run, because they can enforce design standards, invest in shared infrastructure, and respond to tenant needs collectively.
What this means for BWG Specifically		BWG's Highway 400 corridor checks most of the foundational boxes — highway access, large contiguous parcels, and growth plan protection for employment uses. The gaps most worth attention in the planning context are transit access for workers (given shift patterns in logistics), the provision of amenity uses within or adjacent to the employment area and ensuring the land supply includes a range of building typologies rather than defaulting entirely to large-format distribution. The Metrolinx GO Expansion program is potentially a meaningful asset here — few employment corridors of BWG's type have a GO station within reasonable proximity, and that connection could become a genuine differentiator for attracting higher-order employment uses over time.

11. Where BWG Holds Opportunity to Lead Economic Growth

	Leading Priorities	Supporting Opportunities	Longer-Term Consideration
Description & Rationale	These sectors align most directly with BWG's existing economic base, land supply characteristics, and regional competitive positioning. Logistics, agri-processing, food manufacturing, and controlled environment agriculture leverage Highway 400 connectivity, proximity to the GTA consumer market, and the Holland Marsh agricultural cluster. They also represent sectors with sustained market demand, scalable employment potential, and compatibility with large-format industrial development patterns anticipated within BWG's employment lands.	These sectors are complementary industries that can expand and diversify BWG's industrial ecosystem over time. They build upon growth in construction activity, manufacturing, and regional supply chain expansion across the GTA and Simcoe County. While demand may be more specialized or cyclical, these sectors support employment diversification, value-added industrial activity, and increased utilization of flexible industrial space formats.	Heavy manufacturing and AI infrastructure represent longer-term opportunities tied to future industrial expansion, infrastructure investment, and technological advancement. While BWG is not currently positioned as a primary destination for large-scale heavy industrial or advanced digital infrastructure uses, future servicing capacity, power availability, and employment land growth may support these sectors over time and would likely emerge as the Town's industrial base matures.
Sectors	➢ Logistics & Distribution ➢ Cold Chain Logistics ➢ Agri-Processing ➢ Food Manufacturing ➢ Controlled Environment Agriculture	➢ Construction Materials ➢ Modular Building ➢ Automotive Supply Chain ➢ Equipment & Heavy Machinery ➢ Defense & Space Supply Chain ➢ Wholesale Trade & Building Supplies ➢ Small & Mid-Size Industrial Condos	➢ Heavy Manufacturing ➢ AI Infrastructure
Competitive Advantage	• BWG offers a strategic combination of Highway 400 access, proximity to over 5 million GTA consumers, relatively competitive industrial land costs, and access to large developable sites that are increasingly constrained in more urbanized GTA markets. • Community's connection to the Holland Marsh and broader agri-food economy further strengthens its positioning for food-related industrial uses. • BWG can compete effectively for businesses seeking regional access, operational efficiency, and lower occupancy costs within the broader Greater Toronto economic region.	• BWG's advantages include flexible industrial land opportunities, access to growing construction and manufacturing markets across Simcoe County and the northern GTA, and the ability to accommodate businesses requiring outdoor storage, larger footprints, or lower-cost industrial formats. • The Town's growing population and business base also support demand for wholesale trade, service industrial, and small-format industrial condominium development.	• Over the long term, BWG's location within the Greater Golden Horseshoe growth corridor, access to Highway 400 infrastructure, and ability to accommodate larger industrial parcels may position the Town to attract select heavy manufacturing and advanced industrial users. • Future competitiveness for heavy manufacturing and AI-related infrastructure will depend on servicing capacity, power availability, transportation connectivity, and long-term employment land planning readiness.

11. How to develop industrial parks to attract and retain employees

The SIOR article, written by George McCutchen, argues that as industrial labour becomes increasingly competitive, developers and park managers need to think beyond the building itself to attract and retain workers. The seven amenities identified are:

	Strategy	Description
01.	Games & Leisure	Ping-pong, basketball, arcade games, and similar activities help keep employees engaged and reduce turnover by making the workplace more enjoyable.
02.	Food Options	On-site food courts or food trucks improve the break experience and foster a sense of community among workers.
03.	Outdoor Space	Walking trails, outdoor seating, and features like ponds give employees a chance to decompress during shifts, reducing stress and improving morale.
04.	Fitness Facilities	On-site gyms remove the time and cost barriers of external gym memberships and directly support employee wellbeing.
05.	Natural Lighting	Skylights and wall windows make facilities feel less oppressive, improve employee mood, and signal an environmentally conscious workplace.
06.	Public Transit Access	Being on a bus or transit route is increasingly important as younger workers are less likely to own cars and reduces the stress of commuting for those who do.
07.	Quality Washrooms & Break Areas	A basic but often overlooked point: clean, well-maintained facilities signal respect for workers and are an inexpensive way to improve retention.
	What this Means for BWG Specifically	The overarching message is that the competition for industrial labour has made the employee experience inside and around the facility a meaningful factor in site selection and occupier satisfaction — not just the physical specs of the building.

Source: *https://blog.sior.com/7-industrial-park-amenities-to-attract-retain-employees*

11. Province of Ontario Investment Ready Certified Sites Program

BWG needs to ensure that it has as many sites as possible enrolled within the **Ontario Investment Ready: Certified Site Program.** While BWG presently has 5 sites enrolled, this program is a strategic initiative by the Ministry of Economic Development, Job Creation and Trade (MEDJCT) designed to foster economic development by identifying and preparing industrial properties for rapid investment. As of 2026, this program serves as Canada's first province-wide certification, reducing risks and accelerating development timelines for investors and site selectors, particularly for high-value advanced manufacturing, technology, and life sciences projects.

Core Components and Benefits

The program focuses on transforming industrial land into "investment-ready" assets.

- **Proactive Due Diligence:** Sites must complete comprehensive background studies, including environmental assessments, to confirm viability and reduce development risk.
- **Site Requirements:** Certified sites are generally fully serviced or serviceable (water, wastewater, natural gas, hydro, and telecommunications), zoned for industrial use, and free from major development constraints.
- **Marketing & Visibility:** Once certified, sites are featured in Ontario's international investment initiatives, including the InvestinOntario.com site, and marketed to global site selectors by specialized professionals.
- **Financial Support:** The program offers financial reimbursement for landowners, covering up to 50% of eligible costs to a maximum of \(\$50,000\) per application.
- **Faster Timelines:** By having studies completed ahead of time, the program allows investors to start construction significantly faster, enhancing Ontario's competitiveness against other jurisdictions.

Eligibility and Process

Open Access: The program is open to both public and privately owned properties.

Application: Applications must be submitted jointly by municipalities or economic development organizations and the registered property owner.

Key Requirements: The site must have or have access to municipal servicing, have existing or achievable road access, and be zoned for employment uses.

Note: *the Town is targeting adding an additional 5 – 10 sites to the Ontario Investment Ready: Certified Site Program.*

11. Marketing Methods & KPIs (1/2)

Bradford's industrial land supply, development charge advantage, and Highway 400 positioning are compelling — but they only generate investment when the right decision-makers know about them. The channels and KPIs below translate the Industrial Land Strategy into an active, measurable business development program with named metrics and a clear line between activity and outcome.

Channel	Why to Use it	How to Measure Success	KPIs
Digital			
Invest Ontario portal & site-selector databases	The first place most site selectors and corporate real estate teams screen candidate markets. BWG is rarely engaged unless prequalified. Certified sites listing multiplies visibility at no incremental cost once parcels are registered. Most credible channel for international FDI leads.	• InvestOntario analytics dashboard; • Natural traffic tracking; • Inbound RFIs tagged to portal referral	• Parcels listed; • RFIs/quarter; • Profile views; • Downloads per parcel.
BWG economic development website — sector landing pages	The destination for outbound channels. Sector-specific pages enable SEO targeting of industrial terms used by site selectors. Acts as 24/7 investment pitch deck.	• GA4 sessions; • Conversions; • Search Console keyword rankings.	• Monthly sessions; • Rankings for priority terms; • RFIs/month.
LinkedIn — OED & Town pages	Primary Business-to-Business social platform for CRE and economic development. Organic content builds credibility; paid posts target brokers and CRE managers.	• Impressions; • Engagement rate; • Follower growth; • Paid Cost per Click and Cost per Lead	• Follower growth; • Engagement; • Clicks/month; • Cost per qualified click
Direct Outreach			
Named target company outreach	Highest-conversion channel for large-format industrial leads focused on lease rollover and expansions.	• Client Relationship Management pipeline; • Meetings; • Site visits.	• Pipeline size; • Meetings/quarter; • Conversions to visits.
Industrial broker outreach — GTA	Brokers control majority of mandates; maintaining relationships drives inclusion in RFP distribution.	• Meetings; • Referrals; • Deal tracking.	• Meetings/year; • Deals influenced; • Broker mentions.
Events & Tours			
FAM tours — brokers & selectors	Physical understanding of assets through tours increases familiarity and deal confidence.	• Attendance; • Surveys; • Post-tour meetings.	• Tours/year; • Attendees; • Conversions; • Deals influenced
Trade shows & industry conferences	Access broker networks via sector events. Events of interest include NAIOP Ontario, SIOR Canada Spring and Fall Conferences, ULI Toronto Annual Conference, Food & Beverage Ontario Summit, OVIN Summit, Restaurants Canada Show, CanREIT Annual Conference, CFIB Ontario, and the Ontario Chamber of Commerce Annual General Meeting.	• Leads captured; • Follow-ups.	• Events/year; • Leads/event; • Conversion rate

***Note:** these frameworks should be built into the marketing / communication plan refinement after the strategy is adopted. Target metrics for KPIs should also be developed as a component of the future Growth Services business planning process with approval by the new term of Council (2027 – 2030).*

11. Marketing Methods & KPIs (2/2)

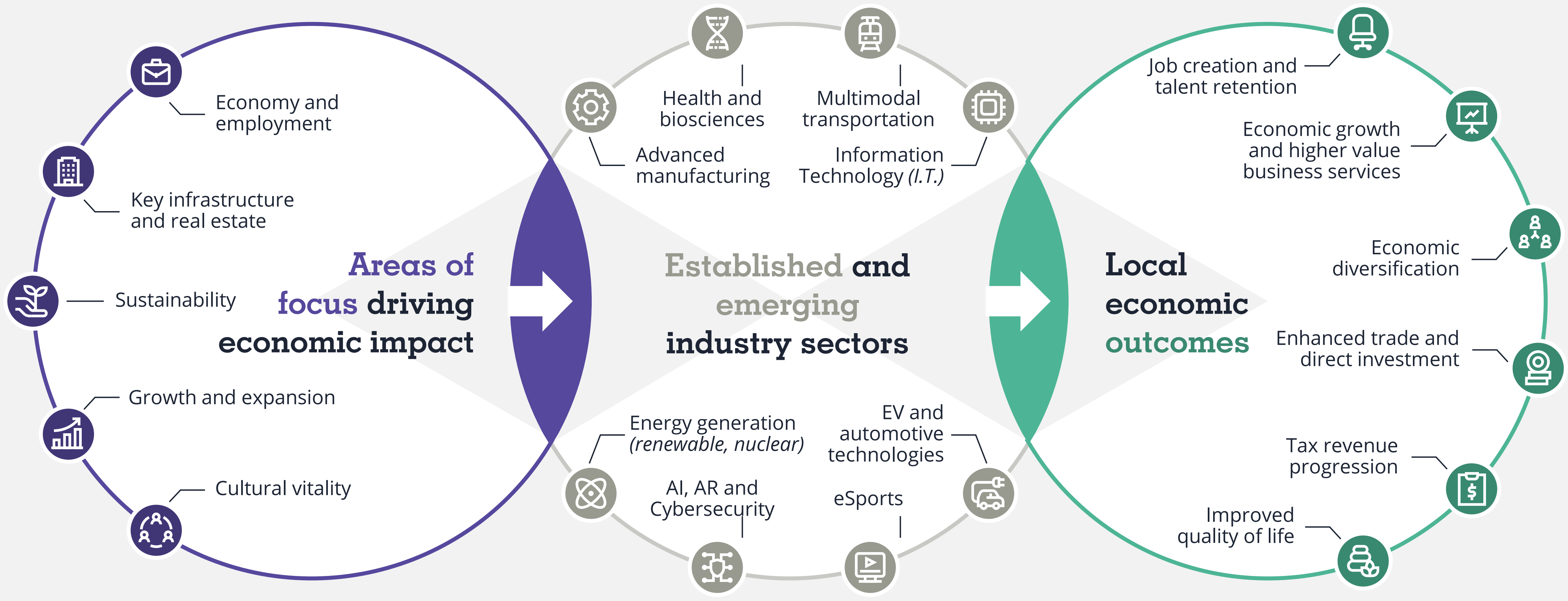
Bradford's industrial land supply, development charge advantage, and Highway 400 positioning are compelling — but they only generate investment when the right decision-makers know about them. The channels and KPIs below translate the Industrial Land Strategy into an active, measurable business development program with named metrics and a clear line between activity and outcome.

Channel	Why to Use it	How to Measure Success	KPIs
Governments & Partnerships			
Invest Ontario Partnership	Leverage provincial channels and international missions for FDI exposure.	• RFIs; • Introductions.	• RFIs/year; • Site visits.
FedDev Ontario & Major Projects Office	Federal programs supporting large projects via incentives.	• Applications submitted; • Approvals.	• Applications; • Approvals; • Capital attracted.
Direct Outreach			
Sector publications & placements	Paid and editorial placements to build awareness with selectors.	• Impressions; • Readership; • Inbound leads.	• Placements; • Reach; • Leads.
Occupier success stories	Case studies demonstrating cluster performance.	• Engagement; • CRM usage.	• Cases published; • Usage; • Conversions influenced.

12. Strategic Framework and Implementation

12. Identifying drivers and impact to measure success

BWG holds an assortment of opportunities to drive economic growth, through identifying optimized emerging industry sectors appropriate for the local market and in turn leading local economic impact and results.



12. Overview of areas of focus and strategy recommendations

BWG essentially has five core areas of focus and associated strategies for implementation, including economy and employment, capital infrastructure, real estate, growth and expansion and cultural vitality

Areas of focus

01	02	03	04	05
Economy and employment	Capital infrastructure	Real estate	Growth and expansion	Cultural vitality

Strategies

01 Economy and employment

A Enhance local **business development**
- Community and business improvement plans

B Intensify **workforce development** and **talent retention**
- Streamline graduate programs with employers
- Develop training programs with post-secondary institutions

02 Capital infrastructure

A **Key infrastructure optimization**
- Leveraging existing port and port infrastructure

B Investigate **new infrastructure feasibility** and requirements
- Creation of as a mobility hub

03 Real estate

A Enhance and **leverage town-owned real estate** assets
- Updated land inventory strategies

B Ensure **sufficient supply of 'shovel-ready' land** (development / employment)
- "Ready-made" and serviced land

04 Growth and expansion

A **Differentiate BWG economy and locale** within broader market
- Addition of "Cool Factors"

B Attract **new domestic and foreign direct investment**

C Develop **targeted marketing materials and town branding**

05 Cultural vitality

A Create a vibrant community for people to **live, work, learn and play**
- Align BWG's Key Arts, Culture and Heritage Goals/Projects

12. Implementation Planning and Scoping

The path towards implementation requires extensive planning and scoping for the Town's industrial lands. The below framework provides a summary of requirements to move towards implementation to essentially enhance the lands, local marketplace and economic growth. This will require close integration with other town departments and utility providers which should be developed over the next 12 months upon adoption of the strategy.

01 Define objectives
Explicitly outline the project's goals, desired outcomes, and benefits is essential to securing stakeholder alignment with the project deliverables and end objectives.

02 Establish scope and governance
Develop a detailed statement of scope that explicitly states deliverables and action boundaries to ensure all stakeholders are aware of what is in and out of scope.

03 Identify stakeholders
Thoroughly determine all the parties, both directly and indirectly involved with or affected by the action. This comprehensive assessment should encompass all stakeholders

04 Define deliverables
Clearly define action deliverable(s) whether they are specific outputs, tangible or intangible, that must be produced to fulfill the action's objectives.

05 Estimate resource requirements
Determine resources required to successfully complete the project, including human resources, equipment and technology, and support staff / subject matter experts as required.

06 Establish financial summary and estimated budget
Identification of expected costs and creation of a detailed budget to implement the action. Includes identifying the potential funding source(s),

07 Develop project schedule
Development of a timeline to breakdown the project into tasks and appropriately estimating durations and allocation of resources.

08 Create action success criteria and metrics
Outline the measurable action objectives and criteria for success. Define key performance metrics, including the frequency of measurement.

12. BWG's Role in Driving the ICI Transition

The following actions represent concrete steps the Town can take to strengthen its competitive position and accelerate industrial growth — each one within municipal authority and actionable in the near term. These steps have been identified through discussions and formal engagement with Town Council.

Theme	Recommended action
ICI:Residential ratio	Commission a baseline ICI:Residential tax ratio analysis. Set a formal Council-endorsed target (e.g., 90/10 by 2035) with milestones tied to specific employment land absorption events — first industrial condo project, first anchor tenant, first agri-processing facility
Business retention & expansion	Launch a structured BR&E program targeting the existing industrial cluster — Kumi, Channel Industrial, Spectra Aluminum and others. Survey expansion needs, identify space constraints, and use findings to prioritise the industrial formats — condo and flex — that serve local businesses first
Industrial condo pre-approval	Designate one or two sites suitable for small and mid-size industrial condo development (10–20,000 sf) and advance them through pre-zoning and site plan pre-consultation so a private-sector developer can move directly to permit. Publish approved sites with servicing confirmation on the Invest Ontario portal
South Simcoe coalition	Convene a South Simcoe Economic Development Working Group with Innisfil and New Tecumseth to develop a joint employment land narrative, shared labour market data package, and co-branded investment attraction materials. Present to FedDev Ontario and Invest Ontario as a regional corridor
Invest Ontario certified site	Submit Highway 400 employment land parcels for Ontario Investment Ready: Certified Site designation. The program reimburses 50% of eligible due diligence costs (up to $50,000) and lists certified parcels in provincial and international investment attraction campaigns
Define "aggressive" as policy	Council to adopt a formal definition of its investment posture: specific DC deferral thresholds by investment size, a named zoning flexibility mechanism for qualifying ICI applications, published concierge response-time standards, and a unified Council message framework so all members speak consistently when engaging developers

12. Positioning BWG for future AI infrastructure Opportunities

How BWG Can Actively Capture Opportunity (Next 10 Years)

01. Reframe Economic Development Around "Digital-Physical Infrastructure"

AI rarely shows up as "AI" at the municipal level. It shows up as:

- Data centres
- Energy hubs
- Advanced industrial users
- Research and testing facilities

BWG should explicitly signal readiness for high-power, high-capital users, aligning language in its employment land strategy and investment materials.

02. Zoning & Policy Flexibility *(Quiet but Powerful)*

Investors require permitting certainty for land development; hence practical next steps include:

- Pre-zoning or overlay permissions for high-power users
- Clear policies for backup generation and cooling
- Faster approvals for industrial innovation uses

This is often the difference between being shortlisted or not.

03. Partner with Regional & Provincial Actors

AI infrastructure decisions are often made in partnership with:

- Power utilities
- Provincial ministries
- Infrastructure investors

BWG can position itself as a **pilot location** for:

- Power-intensive employment
- Clean-energy-powered digital infrastructure
- Industrial-AI use cases *(e.g. logistics)*

04. Capture Value Beyond Jobs

AI Infrastructure delivers:

- Long-term assessment growth
- Stable municipal revenue
- Infrastructure leverage for adjacent development

Municipal success should be measured not only in job counts, but in **fiscal resilience and land productivity**—a critical message for Council.

Strategic Bottom Line for BWG

BWG does not need to become "Silicon Valley North" to benefit from AI. Instead, following the logic described by Bruce Flatt and Brookfield, BWG can:

- Serve as **the physical backbone** of the AI economy
- Capture long-term investment aligned with provincial infrastructure once power and water challenges are addressed
- Position employment lands for next-generation industrial demand
- Strengthen its fiscal and economic resilience over the next decade

In the AI era, **places that prepare infrastructure win before demand is visible**. BWG has an opportunity to be one of those places.

12. 5-Year Action Plan – GANTT Table

How BWG Can Actively Capture Opportunity in the next 5 Years

Initiative	Description	Owner	2026	2027	2028	2029	2030	2031
Industrial Land Steering Committee	Establish a centralized governance structure to coordinate implementation of the Industrial Land Strategy, align departmental priorities, and ensure accountability for economic growth outcomes.	OED / Growth Services	•	•	•	•	•	•
Council Annual Industrial Review	Provide Council with an annual assessment of industrial development performance, strategic progress, and emerging opportunities to support informed decision-making and policy direction.	Council		•	•	•	•	•
South Simcoe Economic Coalition	Position South Simcoe as a unified economic region to strengthen competitiveness, improve investment attraction efforts, and leverage shared economic development opportunities across municipal boundaries.	OED / County	•	•	•	•	•	•
Business Retention & Expansion Program	Support the growth and competitiveness of existing businesses while proactively identifying opportunities to retain investment, create jobs, and expand BWG's economic base.	OED	•	•	•	•	•	•
Employment Lands Monitoring Program	Establish a data-driven framework to track employment land performance, development activity, and market trends to support evidence-based decision-making and long-term planning.	Growth Services		•	•	•	•	•
Investment Attraction Strategy Launch	Create a coordinated approach to attracting new investment by promoting BWG's competitive advantages and aligning business attraction activities with priority economic sectors.	OED		•	•			
Broker Familiarization Plan	Increase market awareness among the development and commercial real estate community to position BWG as a preferred location for industrial and employment investment.	OED		•	•	•	•	•
Site Selector Outreach Program	Build relationships with key decision-makers who influence corporate location decisions and increase BWG's visibility within national and international investment markets.	OED			•	•	•	•
Invest Ontario Partnership Program	Leverage provincial resources, expertise, and networks to increase BWG's access to investment opportunities and support large-scale business attraction initiatives.	OED / Province	•	•	•	•	•	•
Hwy 400 Employment Area Master Plan	Establish a long-term vision for BWG's primary employment corridor to maximize economic potential, guide infrastructure investment, and support coordinated development.	Growth Services		•	•			
• Employment Area Secondary Planning	Provide a comprehensive planning framework that ensures employment lands are developed in a manner that supports economic growth, land use compatibility, and long-term municipal objectives.	Growth Services		•	•	•		
• Employment Zoning Review	Modernize planning policies to ensure BWG remains responsive to evolving industrial trends, emerging industries, and changing market requirements.	Growth Services			•	•		
• Industrial Design Guidelines	Promote high-quality industrial development that enhances BWG's image, supports investment attraction, and contributes positively to the community's long-term character.	Growth Services		•	•			

12. 5-Year Action Plan – GANTT Table

How BWG Can Actively Capture Opportunity in the next 5 Years

Initiative	Description	Owner	2026	2027	2028	2029	2030	2031
Servicing Master Plan	Establish a strategic infrastructure roadmap that aligns servicing investments with employment growth objectives and development priorities.	Engineering		•				•
• Water Capacity Expansion Program	Increase municipal infrastructure capacity to unlock employment lands and support future industrial and commercial development opportunities.	Engineering		•	•	•		•
• Wastewater Capacity Expansion Program	Remove infrastructure constraints that limit economic growth and establish the foundation required to accommodate long-term employment development.	Engineering		•	•	•		•
• Utility Coordination Committee	Align utility providers and municipal infrastructure planning to improve development readiness, reduce barriers, and accelerate investment opportunities.	Engineering / Utilities		•	•	•	•	•
Front-Ending Agreement Framework	Create innovative financing mechanisms that accelerate infrastructure delivery while supporting responsible municipal fiscal management.	Finance		•				•
Infrastructure Funding Applications	Maximize access to external funding sources to advance strategic infrastructure investments and reduce the financial burden on local taxpayers.	Finance		•	•	•	•	•
DC Competitiveness Review	Ensure BWG maintains a competitive investment environment while balancing growth-related infrastructure funding requirements.	Finance			•		•	•
Industrial Incentive Review	Evaluate strategic tools that can improve BWG's competitiveness and support the attraction of high-value employment and investment opportunities.	Finance		•				•
Anchor Tenant Recruitment Program	Secure transformational employers capable of generating significant economic impact, stimulating additional investment, and establishing BWG as a recognized employment destination.	OED			•	•	•	
GO Station Employment Strategy	Leverage regional transit infrastructure to support workforce accessibility, employment growth, and higher-order economic development opportunities.	OED / Linx / Metrolinx	•	•	•	•	•	•
Highway 425 Economic Development Program	Capitalize on transformative transportation investments to strengthen BWG's competitive position and unlock new industrial and commercial development opportunities.	OED			•	•	•	

Note: The Water / Wastewater Master Plan has already commenced which will align servicing with employment and residential growth. There is currently some level of utility coordination. The Town is also undertaking PTSA work as part of its Growth Management Strategy.

12. Key Performance Indicators and Targets

Measuring Success and Defining Targets

KPI	Description	Why it Matters	2026 Baseline	2031 Target
Industrial Acres Activated	Total acreage of employment lands that move from vacant or inactive status to active development through site plan approval, servicing, construction, or occupancy.	Measures the effectiveness of the strategy in converting land supply into economic activity and assessment growth.	0	150+
Certified Sites	Number of industrial sites that achieve certification through programs such as Invest Ontario's Investment Ready: Certified Site Program.	Demonstrates market readiness and reduces due diligence time for investors, improving BWG's competitiveness for large-scale projects.	0	2-3
Industrial RFIs	Number of formal inquiries received from site selectors, brokers, investors, developers, and businesses seeking information about industrial development opportunities in BWG.	Serves as an early indicator of investment interest and the effectiveness of marketing and business attraction efforts.	Baseline	100%+
Site Visits	Number of in-person or virtual visits by prospective investors, developers, occupiers, brokers, or site selectors evaluating BWG for potential investment.	Measures the progression of prospects through the investment attraction pipeline and demonstrates increasing market awareness.	Baseline	+200%
New Industrial Investment	Total dollar value of announced, approved, or completed industrial, manufacturing, logistics, technology, and employment-related capital investment within BWG.	Represents direct economic impact and demonstrates success in attracting private-sector investment.	Baseline	$250M+
Jobs Created	Number of net new jobs generated through industrial, commercial, manufacturing, logistics, and employment land development projects.	Tracks the strategy's contribution toward BWG's long-term employment growth objectives and tax base diversification.	Baseline	1,250+
Industrial Assessment Growth	Increase in the assessed value of industrial and employment-related properties within the municipality as determined by MPAC.	Measures the expansion of BWG's industrial tax base and long-term municipal fiscal sustainability.	Baseline	15%+
ICI Share of Assessment	Percentage of total municipal assessment attributable to Industrial, Commercial, and Institutional (ICI) properties.	Measures progress toward reducing BWG's reliance on residential assessment and improving municipal revenue diversification.	Baseline	5%+
Approval Time Reduction	Percentage reduction in average development approval timelines for industrial and employment-related projects compared to the established baseline.	Demonstrates improvements in municipal efficiency and BWG's competitiveness relative to other employment land markets.	Baseline	-30%
Industrial Building Completions	Number of major industrial, manufacturing, logistics, flex industrial, office-industrial, or employment-related buildings completed and occupied.	Provides a tangible measure of market absorption, investment realization, and economic development success.	Baseline	5+ Major Projects

12. Concierge Service Prioritization Rubric

Category	Weight	Evaluation Criteria	1 Point	2 Points	3 Points	4 Points	5 Points
Employment Creation	25%	Number of net new full-time jobs expected to be created within BWG	<25 Jobs	25-50 Jobs	51-100 Jobs	101-250 Jobs	250+ Jobs
Capital Investment	20%	Total private-sector investment associated with the project (land, building, equipment)	<$5M	$5M-$25M	$25M-$50M	$50M-$100M	$100M+
Strategic Sector Alignment	15%	Alignment with BWG's target sectors (Advanced Manufacturing, Logistics, Agri-Food, EV Supply Chain, Technology, Data Centres, Clean Energy)	Non-priority sector	Limited alignment	Moderate alignment	Strong alignment	Core target sector
Assessment Growth	15%	Anticipated increase to industrial/commercial assessment and municipal tax base	Minimal impact	Low impact	Moderate impact	Significant impact	Transformational impact
Land Activation	10%	Degree to which the project activates vacant employment lands and supports strategic employment areas	Existing building reuse	Minor redevelopment	<10 Acres	10-50 Acres	50+ Acres
Infrastructure Impact	10%	Ability to support or unlock future infrastructure investment, servicing extensions, or broader development opportunities	No broader benefit	Limited benefit	Moderate benefit	Significant benefit	Unlocks future growth areas
Project Readiness	5%	Readiness to proceed, including land control, financing, due diligence, and development timeline	Concept stage	Preliminary discussions	Site identified	Due diligence complete	Development-ready
Total	**100%**	**Combined weighted score**	**100 Points Maximum**				

12. Deliveries Servicing Across Fragmented Ownership

When land is split across multiple owners with different timelines, no one wants to pay for infrastructure that benefits their neighbour. These six steps break that deadlock — sequenced so BWG can move the corridor forward without waiting for every landowner to act at once.

Area Servicing Master Plan

Work with landowners and cost share group to map the full infrastructure picture for the Highway 400 corridor before any individual deal is struck. This removes the uncertainty keeping landowners on the sidelines and gives BWG a consistent basis for every negotiation that follows.

Front-Ending Agreements

Ontario law allows the first developer to fund shared infrastructure upfront, with the municipality guaranteeing that later developers repay their share at the time they build. The willing party proceeds; free-riders are contractually prevented from benefiting without contributing.

Landowner Cost-Sharing Agreements

Where two or more owners are ready simultaneously, a legally binding cost-sharing agreement — registered on title and required as a condition of BWG's development approval — splits infrastructure costs proportionally and prevents holdouts.

Secondary Plan Phasing Policies

Embed explicit servicing requirements into the Secondary Plan so that each parcel can only proceed once defined infrastructure milestones are met. Landowners self-sequence; BWG enforces through the approvals process — not direct intervention.

Easement Expropriation

When a landowner blocks a servicing extension by refusing an easement, BWG has the legal authority to expropriate it. This rarely used statutory backstop almost never needs to be exercised, although signaling its availability is typically enough to unblock a stalled negotiation.

Municipal Services Corporation

For infrastructure that exceeds what private agreements can fund, a municipally-owned corporation can deliver servicing, recover costs through development levies, and operate outside normal budget cycles. A Year 3+ consideration as corridor investment scales.

Placemaking is a process of creating quality places that people want to live, work, learn and play in. It is a means to an end: the creation of Quality Experiential Place.

Embrace

Complete Communities

to attract economic development

Placemaking, Social & Economic Value

12. BWG brand enhanced by characteristics of outstanding places

Placemaking can be characterized as a building, location, or space that possesses a strong sense of place. It is a structure or space where people, businesses, and institutions want to be. Such places often are alluring: they have pizzazz.

Characteristics

Interesting, visually attractive	Blend a mix of uses
Effective public spaces	Broadband capability
Multiple transportation options	Multiple housing options
Preserve historic structures	Respect community heritage
Arts, culture, and creativity	Recreation and energy
Green spaces	Quiet and peaceful opportunities

Quality places

Safe	Connected
Welcoming and inclusive	Conducive to authentic experiences
Accessible; people can easily circulate within and to and from these locations	Comfortable; they address cleanliness, character, and charm
Sociable; they have a physical fabric that encourages people to connect with one another	Able to promote and facilitate people engagement

12. Place: create outstanding, integrated complete communities

Sense of Place is strong if the below are true.

Form creates the Stage

Activity is the Play

Response is how you Feel about the Play

Economic outcome is good if the play makes money
(allowing nearby businesses to prosper)

12. Characteristics of Placemaking

Are visually interesting and notably attractive

Make effective use of public spaces

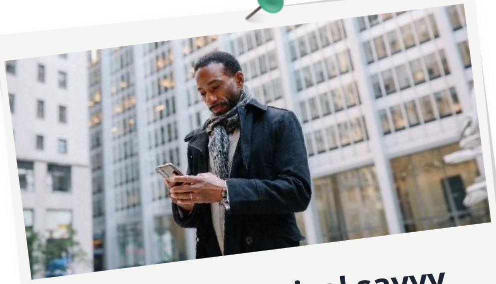
Promote arts, culture and use of green

Have multiple public transportation options

Preserve historic districts, and promote and respect unique community heritages

Blend a mix of uses and development initiatives across the community

Have places for recreation and vibrant energy, as well as places for calm and quiet



Are technological savvy, with access to basic broadband connectivity anywhere you go

12. Affordable housing is key to attracting a workforce for employers

How developments can embrace affordable housing for 3.5M homes by 2030.

Canadian Housing Spectrum

Source: CMHC - About Affordable Housing in Canada

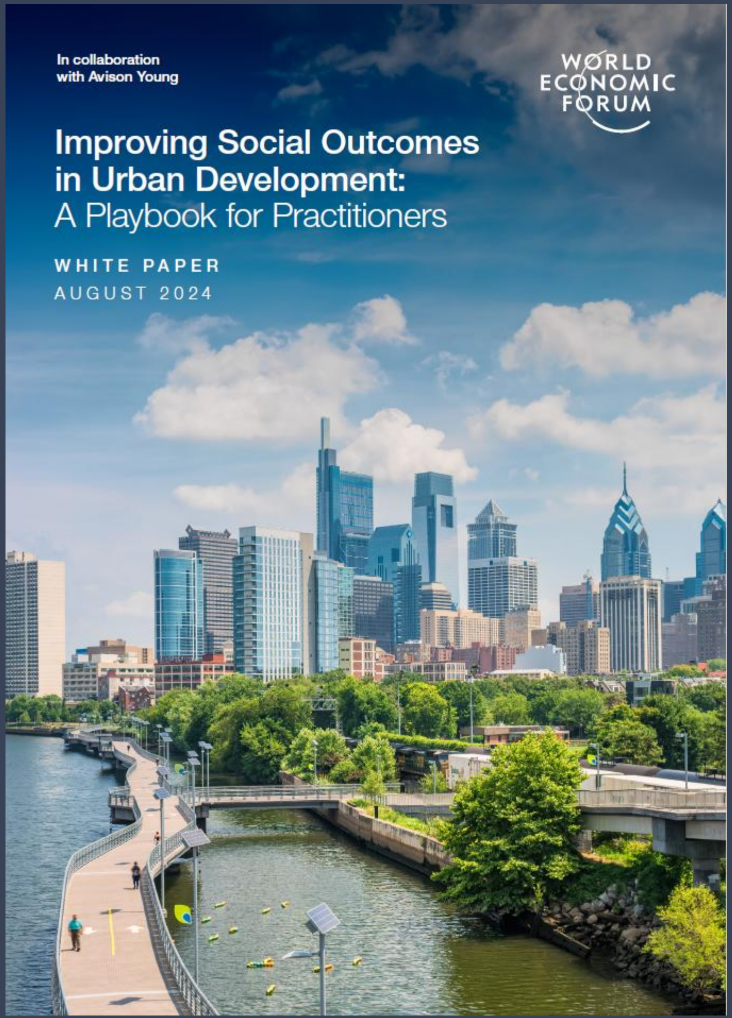
Complete communities drive connection and build inherent social and economic value

When you develop spaces that prioritize people and the critical needs of the community, you create magical places that people resonate with as an extension of who they are.

There's life there. There's connection. There's community. There's home.

It's a place where people want to be and come together. Where they want to contribute and continue to build on the best of a place, furthering its growth and development.

When you create that kind of comfort, access, and engagement, one trait rises to the top: it's a springboard for even greater possibilities, better futures to come.



World Economic Forum Playbook

2024

13. Marketing & Investment Attraction Framework

Bradford West Gwillimbury

AVISON YOUNG

13. Key Players in the GTHA Industrial Development Space (1/2)

Developer	Type	Primary geography	Areas of focus	Example projects
Orlando Corporation	Private Canadian	Mississauga, Brampton, Milton	Multi-tenant, big-box, design-build; vertically integrated (own land, build, manage); all product types	Airport Park Mississauga (10M+ sf); Millcreek Business Park Mississauga; Milton facility (delivering 2026)
Prologis	International (NYSE: PLD)	Etobicoke, Brampton, Caledon, Halton Hills	Large-format logistics and distribution; spec and BTS; long-term hold; urban infill	450 Evans Ave Etobicoke (317K sf); Lululemon DC Brampton (1M sf); 198-acre Humber Station Rd Caledon (in entitlement)
Panattoni Canada	International (private)	Brampton, Mississauga, Halton Hills, Oshawa, Hamilton	Spec-build and BTS; large logistics parks; willing to sell post-stabilization; fastest to market	8000 Dixie Rd Brampton (1.3M sf, 4 bldgs); MCC facility Brampton (260K sf BTS); Thornton Rd Oshawa (500K sf); Hamilton Airport park (1.2M sf)
QuadReal Property Group	Institutional (BCI)	Caledon, Markham, Etobicoke, Brampton	Large-scale master-planned parks; urban infill redevelopment; long-term hold; ESG focus	Station Twelve Caledon (325 acres, 1.1M sf Phase 1); 60 Birmingham St Etobicoke (former Campbell Soup); 1 Steelcase Rd Markham (769K sf)
Slate Asset Management	Private Canadian	Hamilton waterfront	Mega-site intermodal redevelopment; port/rail access; long-term master planning	Steelport Hamilton — 805-acre former Stelco lands; up to 12M sf planned; subdivision filed 2024
Dream Industrial REIT	Public REIT (TSX: DIR.UN)	Brampton, Cambridge	Institutional logistics; spec and pre-leased; strong ESG/green lease program; hold post-completion	Brampton East Lands (550K sf); $1.5B JV with global partner (1.3M+ sf combined)
Broccolini	Private Canadian	Caledon, Halton Hills, Hamilton, Innisfil	Design-build-to-suit; forward sales to owner-occupiers; land banking in growth corridors	Gateway 410 Caledon (333K sf+ underway, 4 blocks total); Halton Hills cross-dock DC (640K sf); DSV DC Innisfil (1.3M sf)
Triovest	Institutional (3rd party mgr)	Markham, Brampton, Bolton, Ajax, Pickering	Develops on behalf of pension fund capital; mid-to-large distribution; Zero Carbon design	Cathedraltown Business Park Markham (891K sf, 3 bldgs); Ironside Dr Brampton (562K sf)

13. Key Players in the GTHA Industrial Development Space (1/2)

Developer	Type	Primary geography	Areas of focus	Example projects
Nicola Real Estate / First Gulf	Private fund + developer	Scarborough, Whitby, Oakville	Build-to-hold distribution; last-mile; income-producing assets; conservative underwriting; strata emerging	601 Milner Ave Scarborough (352K sf); 901 Hopkins St Whitby (146K sf); Bronte Station Oakville (291K sf)
Fengate Real Estate	Private Canadian	Oakville, Burlington, Hamilton	Off-market land acquisition; institutional-grade spec; GTHA southern corridors; patient capital	Oak West Corporate Centre Oakville/Burlington; 1213 International Blvd Burlington (230K sf); 75-acre Hamilton Airport site
GWL Realty Advisors	Institutional (Canada Life)	Richmond Hill, Scarborough	Acquisition-led growth; entering strata/condo format; modern distribution; pension-grade assets	Leslie Link Richmond Hill (120K sf, 14 strata units); 2750 Morningside Ave Scarborough (333K sf, acquired)
Pure Industrial	Private REIT	Brampton, Whitby, GTA-wide	Acquisition of stabilized assets; selective development; logistics and distribution	Brampton facility (625K sf); acquired Panattoni Whitby assets ($286M, 777K sf)
Hopewell Development / Nicola Wealth	Private (Calgary-based)	Hamilton Airport area	Airport-adjacent logistics and fulfillment; air cargo proximity; BTS and spec	55-acre site at 9555 Airport Rd Hamilton
One Properties / AIMCo	Private + institutional JV	Etobicoke	Urban infill; last-mile distribution; brownfield redevelopment	541 Kipling Ave Etobicoke (337K sf, 40 ft clear, 78 truck doors)
North American Development Group	Private Canadian	Barrie / Simcoe County	Spec industrial parks in growth markets north of GTA; LEED and Zero Carbon targeting	Park Place Business Campus Barrie (515K sf, 4 bldgs, 2024 occupancy)
Berkshire Axis / Fiera Real Estate	Private	Etobicoke	Industrial strata condos; small-bay owner-occupier product; urban locations	Pinnacle Industrial Condos, Steinway Blvd Etobicoke (22 units, 6–10K sf each)

13. How BWG can attract Investment *(1/2)*

This framework is a companion to the Industrial Land Strategy. It looks ahead to how the Strategy's findings could be translated into marketing and investment attraction — the sectors we might focus on, how we could reach them, the goals we would set, and the outcomes we would measure. Its job is to make the intended direction of travel clear; it is informed by the considerations Council raised at the May 26, 2026, Strategic Initiatives Committee meeting.

1. What BWG Can Target

A focused, tiered set of sectors paired with diversification — leading with what can be delivered now and what Council emphasized, building on existing clusters, and keeping higher-aspiration sectors on the horizon. Two principles guide the set:

- Employment-yield lens. Large-format inquiries weighed for the jobs they create, not only tax base — directing scarce serviced land toward employment density.
- Power-realism. Leading with sectors and formats serviceable within current and near-term capacity, or that bring their own generation; the largest loads stay on the horizon.

Tier	Sectors and rationale
Tier 1 **Near-term focus**	**Agri-food & food manufacturing** (recession-resistant, job-rich; manufacturing is the missing rung on an existing strength). **Employment-screened logistics & distribution** (the location play, favouring last-mile, micro-hub and cold-chain over lowest-job mega-boxes).
Tier 2 **Build on strengths**	**Automotive & advanced-manufacturing supply chain** (a mature local cluster, positioned for the EV transition). **Controlled Environment Agriculture** (Holland Marsh ecosystem and GTA demand for local food). **Equipment, heavy machinery & wholesale / building supplies** (Highway 400 visibility and regional construction demand).
Tier 3 **Longer-term**	**Health & life sciences** (applied production complementing regional research). **Edge data centres & technology-adjacent manufacturing** (lower-power facilities we can realistically serve). **Defense & space supply chain** (drawing on the same manufacturing workforce).

A note on industrial condos. Council placed strong emphasis on small and mid-size industrial condos. This is a building format the strategy enables, not a sector the Town can recruit — investment attraction draws the businesses, and the condo product follows as the private market responds to that demand. The Town's role is to make it possible: pre-zoning and earmarking suitable off-highway sites and working with private developers. Done well, it gives local trades and small businesses space to own, and can support the recreation, dining and family amenities residents are asking for — underpinning a more active daytime economy and the longer-term Holland Marsh tourism ambition.

13. How BWG can attract Investment

2. How BWG Can Reach the Market

• **Digital foundation**	Sector pages on the economic development website; eligible parcels listed on the Invest Ontario portal and engaged with the Site Readiness Program; LinkedIn for B2B reach.
• **Content**	A single investment-ready package (parcels, power/servicing, connectivity, labour, support), occupier success stories, and targeted trade-press placements.
• **Direct Outreach**	A managed pipeline of target companies, and a structured relationship program with the GTA brokerage community.
• **Events, Tours & Hosting**	Familiarization tours, attendance at sector-relevant trade shows, and BWG-hosted formats such as a South Simcoe investment showcase and an industrial-condo demand day.
• **Partnerships & Reach**	A South Simcoe coalition, Invest Ontario and federal channels, international outreach where the County or Province is already travelling, and BWG's globally connected employers as references.
• **A Visible Concierge**	The Town's growth-services support presented as a clear, named offer — a single point of contact and defined service expectations.

3. Positioning the Brand

Council favoured a confident, distinctive "destination" voice. In practice that could mean speed as part of the offer, clarity on where the Town is flexible, readiness as an advantage, reach beyond the GTA, and a consistent message. Cluster sub-identities and a Highway 400 corridor identity can be used now under the current brand.

Whether to refresh or replace the current "Build. Work. Grow." identity is a decision for the incoming Council. Three directions could be developed for its consideration — A) Refresh: keep the tagline, modernize the look, add cluster and corridor naming (lowest cost, least distinctive); B) Evolve: keep BWG equity with a new destination-led identity (a distinctive middle path); C) New brand: a new investment-attraction identity (most distinctive, highest cost and lead time).

4. Sequencing

The program is deliberately not front-loaded: Economic Development is a two-person team, 2026 is an election year (the incoming Council sets direction from 2027), and attraction-facing work depends on servicing — hydro in particular — being resolved.

2026	Foundation and Baseline Year	Active at a measured pace: the Business Retention & Expansion program and the South Simcoe Economic Coalition (both Council-independent and named as near-term wins), plus an informal Industrial Land Steering Committee. Baselines for the Strategy's KPIs are established this year.
2027	Launch Under the New Council	Stand up the Investment Attraction Strategy (sector pages, investment-ready package), begin the Broker Familiarization plan, and formalize the steering committee with Council.
2028	Scale & Check In	Begin Site Selector Outreach and report mid-point progress against the Strategy's KPIs.
2029+	Convert	First certified site realistically around 2029; anchor-tenant recruitment scales as servicing and hydro resolve. Invest Ontario, GO-station and Highway 425 workstreams ramp on their own timelines.

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