



Built for Business Growth

2025
Annual Report



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THE NUMBERS BEHIND THE GROWTH

Caledon continues to demonstrate strong, sustained growth across key economic indicators, reinforcing its position as a competitive and investment-ready municipality within the Greater Toronto Hamilton Area.

Rising population, increased construction activity, and a growing business base reflect ongoing momentum and confidence in Caledon's long-term potential.

As one of Ontario's fastest-growing communities, we are projected to reach a population of 300,000 and support 125,000 jobs by 2051—creating significant opportunities for investment, employment, and economic expansion.



80,000+
2025

POPULATION GROWTH



40.8 yrs

MEDIAN AGE

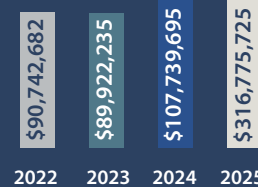


\$142.6K

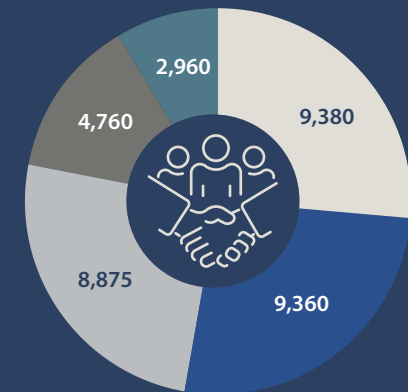
MEDIAN HOUSEHOLD INCOME



TOTAL NUMBER OF BUSINESSES



TOTAL INDUSTRIAL/COMMERCIAL/INSTITUTIONAL CONSTRUCTION VALUE



EMPLOYMENT BY INDUSTRY

- Transportation & Logistics
- Sales
- Business & Finance
- Education, Law, Societal & Government Services
- Applied Sciences

A MESSAGE FROM OUR MAYOR



I am proud to share Caledon's 2025 Economic Development Annual Report – a showcase of the progress, partnerships, and investments shaping our community.

In recent years, Caledon has emerged as a premier destination for both global investment and local innovation. Our economic momentum is clear. In 2025, commercial and industrial investment reached a record \$316 million, and the arrival of leaders like Groupe Morneau and Golf Canada underscores Caledon's strength as a hub for transformative economic growth.

At the heart of this success is our entrepreneurial ecosystem. The award-winning Humber River Centre, in partnership with Toronto Metropolitan University's DMZ, gives local founders access to world-class tools and support. These resources help keep our business community resilient, innovative, and future-ready.

As we work toward our 2051 targets, we remain focused on responsible, balanced growth – planning for 125,000 jobs and 300,000 residents while protecting the quality of life that makes Caledon an ideal place to live, visit, and conduct business in.

Caledon's future is strong, strategic, and full of opportunity. We look forward to building it together.

Annette Groves
Mayor, Town of Caledon

A MESSAGE FROM OUR CAO



As Chief Administrative Officer, I am pleased to present the Town of Caledon's 2025 Economic Development Annual Report, highlighting a year of continued progress, investment, and opportunity.

Over the past year, we have seen strong commercial and industrial activity, with continued investment across key sectors such as logistics, agri-food, tourism, and advanced manufacturing. These investments are strengthening our economic foundation and creating new opportunities for businesses, entrepreneurs, and residents.

At the same time, Caledon is increasingly positioning itself on the global stage. Through strategic outreach and our recent economic development delegation to Italy, we are building meaningful relationships with international partners—creating pathways for investment, innovation, and collaboration that extend beyond our borders. This global focus is further reinforced by our growing profile as a destination community, including hosting nationally and internationally recognized events such as the Canadian Open, which elevate Caledon's visibility and strengthen international partnerships.

Our innovation ecosystem continues to expand. The Humber River Centre, in partnership with Toronto Metropolitan University's DMZ, provides entrepreneurs with access to mentorship, programming, and the tools needed to grow and succeed—fostering a culture of innovation across the community.

In 2025, Council approved the Future Caledon Official Plan, a forward-looking framework that aligns employment lands with transportation, housing, and infrastructure to support sustainable, long-term growth. Complementing this work, nearly \$14 million in funding through the federal Housing Accelerator Fund is helping increase housing supply and support a growing workforce.

Together, these efforts reflect our commitment to building a strong, strategic, and sustainable local economy—one that supports Caledon's continued growth and quality of life.

I would like to thank Council, staff, our business community, and our partners for their ongoing collaboration and leadership.

Nathan Hyde
CAO, Town of Caledon

NOTABLE INVESTMENTS HELPING GROW CALEDON'S ECONOMY

This section highlights key investments and expansion projects dating back to 2022, a pivotal period in Caledon, as businesses stabilized, reinvested, and expanded.

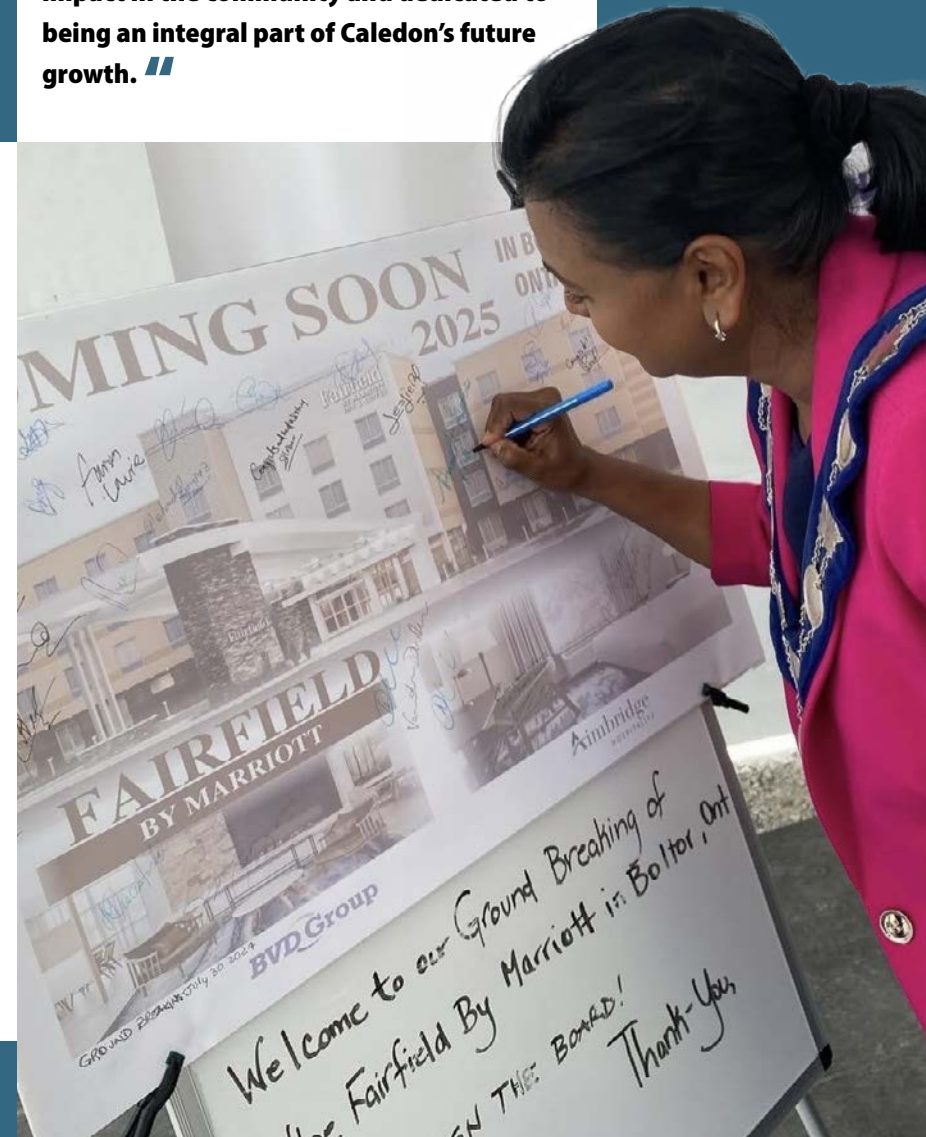
BVD Group Brings Marriott to Caledon

This major new investment, led by the BVD Group, will add 118 new rooms to Caledon's growing tourism and hospitality sector. The company is investing an estimated \$32 million in the development of the new hotel. The project is anticipated to bring 100 new temporary jobs to support the construction of the facility and 50 permanent positions once the hotel opens.

"I am proud to celebrate the official groundbreaking of the Fairfield Inn by Marriott in Bolton," said Town of Caledon Mayor Annette Groves. "Investments in Caledon's growing tourism industry create jobs for residents and opportunities to welcome visitors to experience the scenic beauty and amenities that make Caledon unique."

Caledon is renowned for its historic villages, beautiful trails, and conservation areas. In 2023, local hotel occupancy rates increased with growing demand for multi-day travel in the Headwaters region. As the town prepares to welcome major events, such as the RBC Canadian Open, this new hotel will create additional space to welcome visitors and guests to experience all that Caledon has to offer.

"The BVD Group is excited to bring the Fairfield Inn by Marriott to a growing Town like Caledon," said Bikram Dhillon, CEO. "We are committed to fostering a positive impact in the community and dedicated to being an integral part of Caledon's future growth."



Groupe Morneau expands in Bolton, strengthening Caledon's logistics advantage



In 2025, Groupe Morneau officially inaugurated its new terminal in Bolton, Caledon, marking a major milestone in the company's pan-Canadian expansion and reinforcing Caledon's role in the GTA's goods movement corridor.

The modern 80,000 sq. ft. terminal was designed for efficiency and performance, featuring 51 dock doors and dedicated space to bring together the company's three divisions Morneau GEO (general freight), Morneau BOREA (refrigerated transport and storage), and Morneau GLOBAL (logistics and brokerage) – under one roof.

The new facility supports local employment and day-to-day operations, with reporting noting more than 200 employees at the Bolton location.

Golf Canada Headquarters Strengthens Caledon's Role as a National Destination

Caledon's profile as a hub for sport, tourism, and economic activity was elevated with the announcement that Golf Canada will establish its national headquarters at TPC Toronto at Osprey Valley. This landmark partnership positions Caledon as the permanent home for Canadian golf and reflects the community's growing appeal as a destination for national organizations and world-class events.

The new Home for Canadian Golf campus will bring GolfCanada's headquarters, the Canadian Golf Hall of Fame

and Museum, athlete training facilities, and community-focused programming into one, integrated location. The relocation is expected to support long-term employment, generate ongoing visitor traffic, and create new opportunities for local businesses connected to sport, hospitality, and tourism.

The significance of this investment is further amplified by Caledon's selection as host of the RBC Canadian Open, one of Canada's premier sporting events, in 2025 and 2026. Hosting the Canadian Open places Caledon on an international stage, attracting tens of thousands of visitors and generating substantial economic activity for local accommodations, restaurants, retailers, and service providers.



Agrocrop Expansion Enhances Caledon's Agri-Food Sector

In 2025, Agrocrop Exports Ltd., a Bolton-based food processing and export leader, received federal support to expand its processing capabilities for private-label ready-to-eat food products, further anchoring Caledon's role in the agri-food value chain. The company was awarded \$2.5 million in scaling support through the Government of Canada's agri-food growth initiative, highlighting federal confidence in local food sector innovation and competitiveness.






Agrocrop is already recognized as one of the largest private-label processors of beans, lentils and peas in the Western Hemisphere, with a highly automated facility in Caledon and a strong export footprint in North America and Europe.

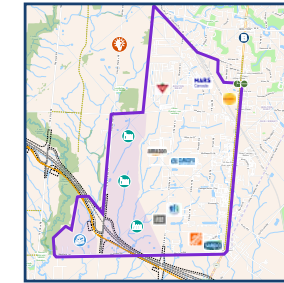
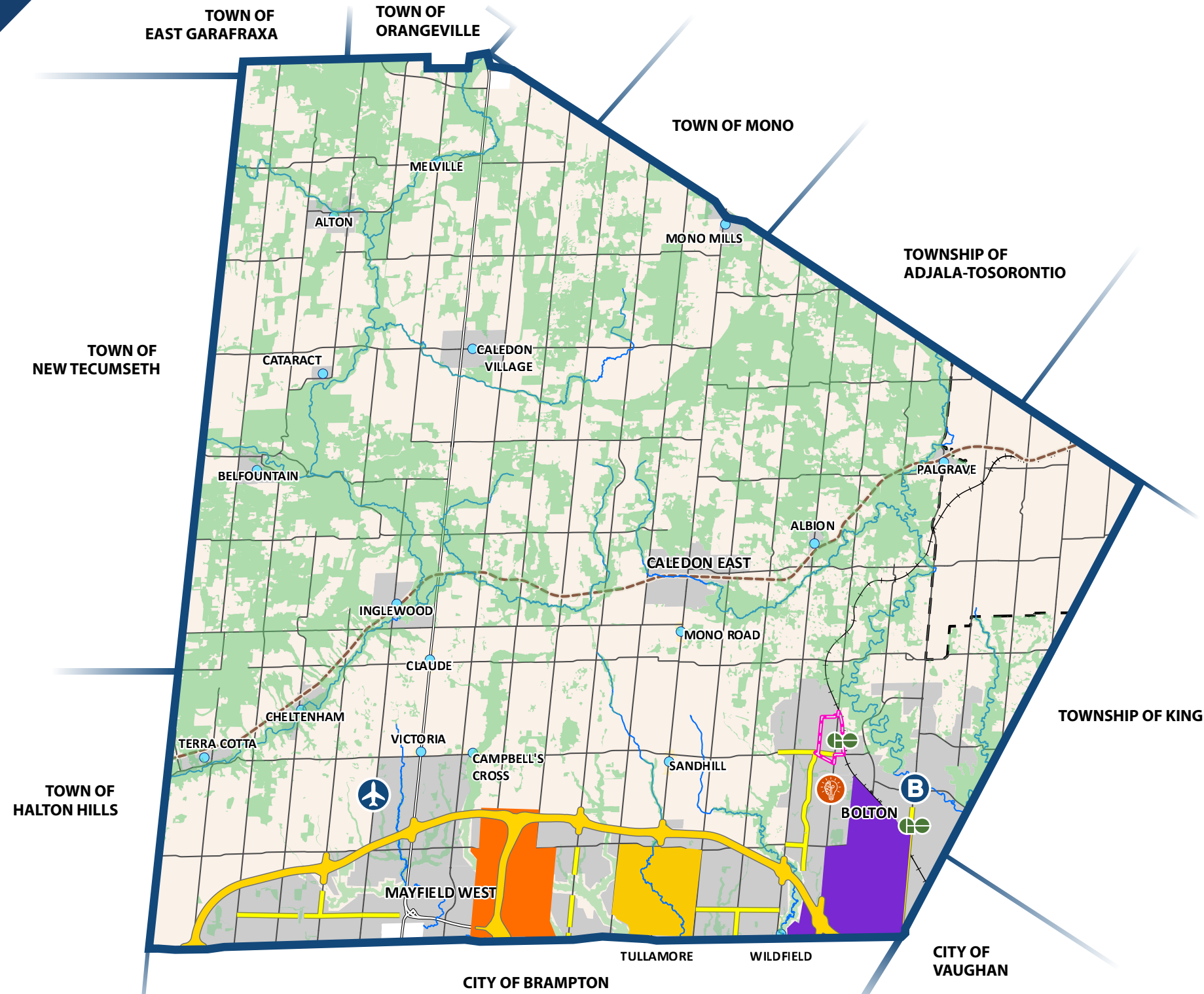
The 2025 scaling investment will enhance production capacity, support innovation in ready-to-eat offerings, and help meet growing global demand — all while creating opportunities for local suppliers, logistics partners, and workforce development in Caledon's growing agri-food cluster.



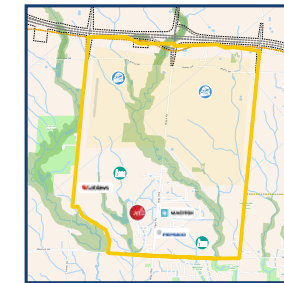
CALEDON INVESTMENT MAP

Strategic land opportunities in one of Canada's fastest-growing municipalities.

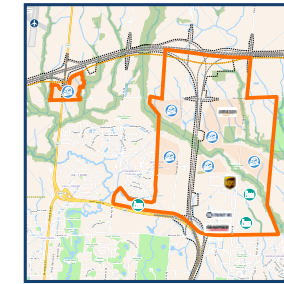
SYMBOL	MEANING
	Bolton Investment Area
	Tullamore Investment Area
	Mayfield West Investment Area
	GO / Airport / Intermodal
	Highway 413 Corridor



- Bolton Investment Area**
- Established industrial and employment hub
 - Access to Highway 50 + regional goods movement network
 - Existing major employers and serviced lands



- Tullamore Investment Area**
- Future logistics and industrial corridor
 - Positioned along planned Highway 413 route
 - Large-scale growth potential

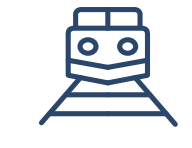


- Mayfield West Investment Area**
- Emerging employment district near Brampton boundary
 - Strong regional transportation connectivity
 - Ideal for advanced manufacturing and logistics users

WHY CALEDON FOR INVESTMENT?



4M+ regional labour force



CN + CP intermodal connectivity



30 minutes to Toronto Pearson International



Direct access to planned Highway 413

ENTREPRENEURSHIP & INNOVATION DRIVING GROWTH

Humber River Centre: Powering Entrepreneurship in Caledon

The Humber River Centre (HRC) continued to establish itself as a cornerstone of Caledon's entrepreneurship ecosystem in 2025, offering local businesses and founders a centralized hub for innovation, collaboration, and growth. Through a strong partnership with Toronto Metropolitan University's DMZ, the HRC delivered high-impact incubation programming, flexible coworking space, and hands-on advisory services tailored to early-stage and scaling businesses.

From April to December 2025, the HRC engaged 47 Caledon businesses, facilitated 74 one-on-one advisory meetings, and completed 68 expert introductions through the DMZ network – connecting local founders to specialized expertise, peer learning, and growth-focused resources.



DMZ Partnership & Business Incubation

The DMZ-led Humber River Centre Business Incubator delivered its inaugural cohort in 2025, providing structured programming, mentorship, and accountability tools to help founders accelerate growth. The program attracted strong interest, with 27 applications, 22 interviews, and 14 businesses selected following recruitment workshops and screening sessions.

Founder feedback underscored the program's impact:

100%

valued the networking and connections provided

95%

would recommend the program

100%

reported increased confidence in setting and tracking business goals

80%

became more aware of business supports available in Caledon

These results highlight the value of embedding a globally recognized incubator model within a local economic development framework.



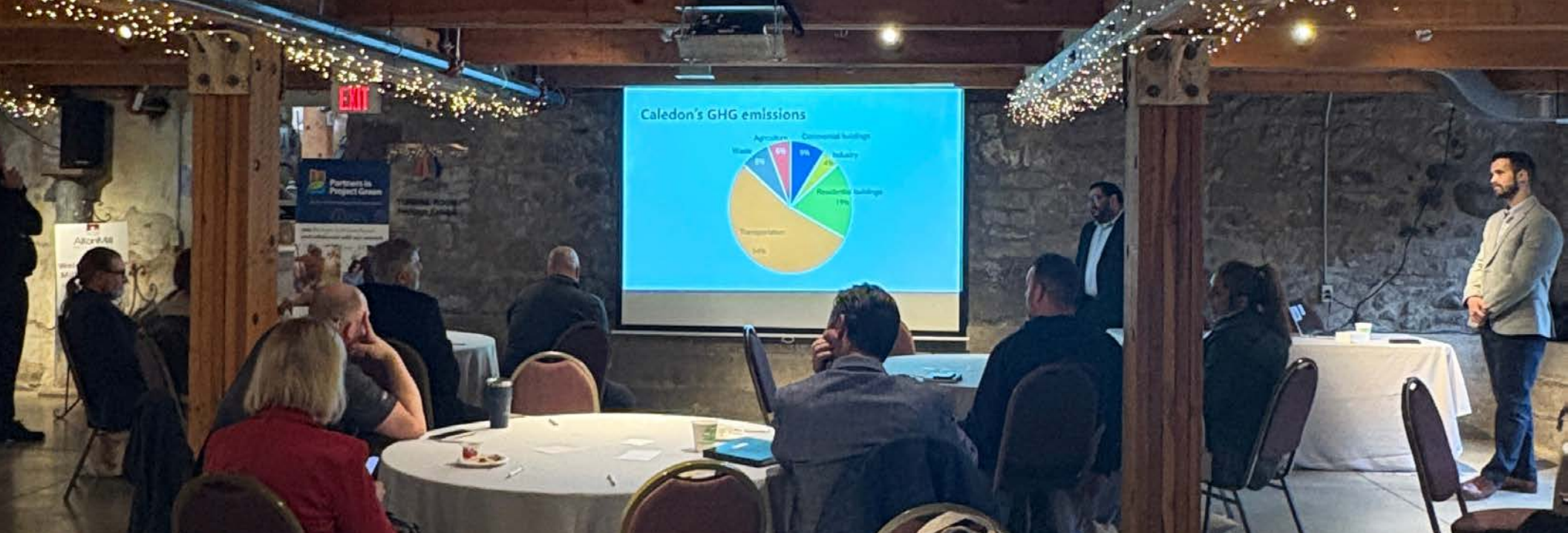
Coworking, Advisory Services & Business Programming

In addition to incubation programming, the Humber River Centre expanded access to coworking space, advisory services, and business education. Entrepreneurs benefited from structured tools such as GrowthWheel, alongside workshops and seminars delivered through initiatives like the Business Growth Series. These services provided practical, stage-appropriate support for founders at different points in their business journey, reinforcing the HRC's role as a year-round resource for Caledon's business community.

Signature Events & Global Exposure

The Humber River Centre also served as a venue for high-profile events that elevated Caledon's entrepreneurial profile. In May 2025, the HRC hosted its official Open House, welcoming more than 90 attendees, including Town Councillors and leadership, business owners, and DMZ representatives for a program walkthrough, panel discussion, and networking.

During the RBC Canadian Open, the HRC welcomed 20+ startup founders and partners, including a delegation connected through JETRO, providing international founders with exposure to Caledon's innovation ecosystem and investment opportunities. This activation demonstrated how major events can be leveraged to attract global attention and foster international business connections.



Supporting Sustainable & Cost-Competitive Businesses: GreenBiz Caledon Climate Partnership

Launched in 2023, the GreenBiz Caledon Climate Partnership helps local businesses reduce operating costs, improve energy efficiency, and strengthen climate resilience. Through workshops and on-site assessments, the program identified practical projects that deliver measurable financial and environmental returns.

Program Results (2023–2025)

Over two years, participating businesses received tailored site assessments that identified:

- **62 energy efficiency projects** (lighting, equipment upgrades, operational improvements)
- **158 climate resilience opportunities** (flood and extreme heat risk mitigation planning)
- **316,314 kWh in potential electricity savings** (equivalent to powering dozens of homes annually)
- **9.99 tonnes of CO₂e emissions reductions**
- **\$153,481 in available government incentives**
- **\$39,541 in projected annual cost savings**

In addition, five workshops engaged nearly 90 business participants, providing practical knowledge to support implementation.

Why It Matters for Investors

- Lower operating costs
- Access available funding and incentives
- Mitigate climate-related business risks
- Align with evolving ESG and regulatory expectations

Interested in Participating?

For more information, contact:

Ahsan Rasheed, Senior Economic Development Coordinator

ahsan.rasheed@caledon.ca

Supporting Growth Through Housing Investment

The Town of Caledon is advancing its growth strategy through targeted investment in housing supply, supported by nearly \$14 million in federal funding through the Housing Accelerator Fund (HAF). This funding enables the Town to implement initiatives that increase housing options, support workforce development, and align with long-term population and employment growth.

A key component of this initiative is the Gentle Density Community Improvement Plan (CIP), which provides financial incentives to encourage new housing forms across the community. The program offers grants of up to \$50,000 for multiplex developments, \$35,000 for rural properties, and \$30,000 for additional residential units, supporting a broader mix of housing options while making efficient use of existing neighbourhoods and infrastructure.

By facilitating new housing opportunities, Caledon is helping to ensure that businesses have access to a stable and growing workforce, while maintaining a balanced approach to community development. These investments reinforce Caledon's commitment to sustainable growth and its readiness to support both residents and employers as the community continues to expand. For more information on housing initiatives in Caledon, visit caledon.ca/housing.

Future Caledon Official Plan

In October 2025, the Province of Ontario approved the Future Caledon Official Plan, establishing a strategic framework to guide Caledon's growth and development through 2051. This forward-looking Plan provides clear direction on land use, infrastructure investment, employment and housing growth, and economic competitiveness, positioning Caledon as a destination for investment and sustainable community development.

Importantly for investors and developers, the Official Plan creates certainty around land use and development direction, enhancing Caledon's appeal for long-term projects and business expansion.

Vision to 2051

A framework supporting jobs, housing, and sustainable growth across a 30-year horizon.

5 STRATEGIC FOCUS AREAS



Growth & Employment



Infrastructure & Transportation



Natural Resources & Agriculture



Tourism & Community Well-Being



Climate & Resilience

PHASED IMPLEMENTATION



Phase 1:
Foundational policies



Phase 2:
Transit, employment, infrastructure



Phase 3:
Secondary plans for emerging growth areas

NEW URBAN & EMPLOYMENT LANDS



Over 4,000 hectares identified for future community and employment growth.

GLOBAL ENGAGEMENT & INVESTMENT ATTRACTION

In 2025, Caledon strengthened its international investment strategy through targeted global engagement and strategic partnerships.

Italy Delegation & Follow-Up

The delegation focused on building long-term commercial relationships, promoting priority sectors, and strengthening economic ties beyond the sister-city agreement.

Following the mission, the Business Attraction & Investment office maintained active dialogue with Italian firms and partners to explore collaboration opportunities and potential investment pathways. This relationship-driven approach reflects Caledon's commitment to sustained, strategic market development rather than one-time engagement.

The Impact

24

Investment Meetings Conducted (In-Market)

2

Inbound Company Visits (Sept & Nov)

Investment Profile

Federal Market Support Secured

Active International Pipeline Established

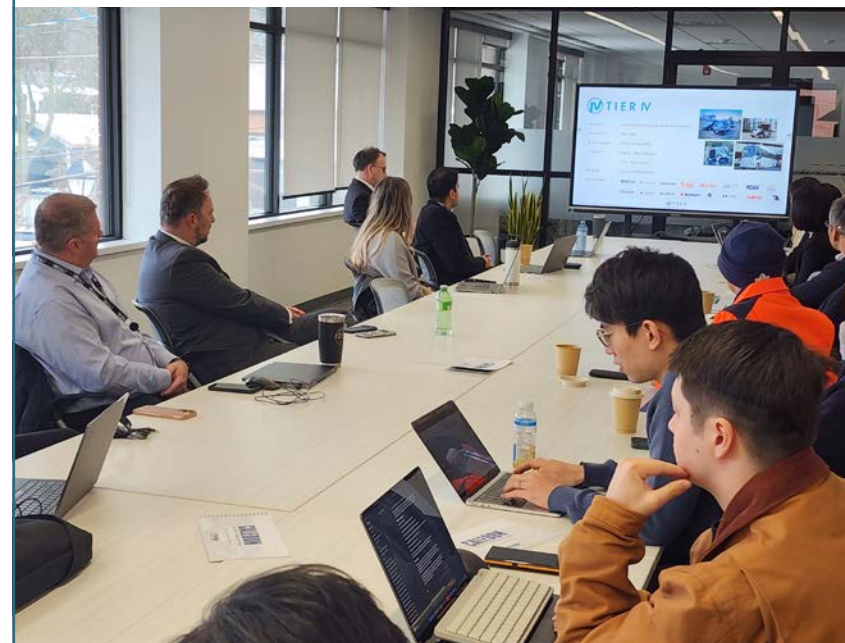


JETRO & Canada–Japan Innovation Ties

Caledon also participated in a first-of-its-kind engagement with Japanese startups through the JETRO J-STARX program in partnership with DMZ.

The JETRO delegation was exploratory and relationship-focused, aiming to connect Japanese innovators with Ontario municipalities to better understand housing, mobility, infrastructure, and smart city challenges

This engagement positioned Caledon within a broader Canada–Japan innovation corridor and opened the door to potential pilot opportunities and future collaboration in areas aligned with municipal priorities.



RBC Canadian FAM Tour Experience

During the RBC Canadian Open, Caledon hosted a curated FAM Tour experience, designed to showcase the value-added ecosystem surrounding the Humber River Centre and DMZ incubator.

Founders were introduced to Caledon's development assistance services, employment land opportunities, incentive programs, and business support. The tour highlighted three priority investment areas – Bolton, Tullamore, and Mayfield West – alongside regional assets such as the Brampton Airport and key tourism destinations.

This initiative demonstrated how major events can be leveraged as investment attraction platforms – connecting high-growth founders directly with local opportunity.

Why It Matters

Caledon's global engagement strategy is built on proactive relationship-building, sector alignment, and sustained follow-up. By participating in international missions and hosting global startup delegations, we continue to expand our international networks and reinforce our mission toward sustainable growth.



GROWTH IN CALEDON'S TOURISM SECTOR



Culture Days: Supporting Caledon's Creative Economy

Caledon's participation in Culture Days – a national celebration of arts, culture, and heritage – supports the Town's growing tourism and creative sectors. Each fall, a series of workshops, performances, studio tours, and cultural experiences invites residents and visitors to explore Caledon's vibrant arts community while generating increased activity for local businesses and tourism operators. Signature events include, the Caledon Creative Arts Festival, CultureFest, and the Caledon Studio Tour.

Caledon's success has also been recognized provincially and nationally, with the Town designated as an Ontario Culture Days Festival Hub – a distinction that further elevates Caledon's profile as a regional cultural destination.

Residents and visitors attended Culture Days programming in 2024

4,500+

Free cultural events hosted across Caledon

50+

Multiple Villages & Hamlets
Events activating communities throughout the Town

Ontario Culture Days Festival Hub
Provincial recognition for leadership in cultural programming



Visit Caledon Digital Reach

Instagram Growth

117%

Creator Video Views

48,000+

Content promoting trails, dining, golf, and village experiences

Campaigns aligned with RBC Canadian Open, Influencer Adam Stanley

Leveraging the RBC Canadian Open to Promote Caledon

Hosting the RBC Canadian Open provided Caledon with a unique opportunity to showcase the community to a national and international audience. During the tournament, the Visit Caledon team hosted a tourism booth on site, promoting local attractions, restaurants, trails, and visitor experiences to thousands of attendees exploring the region.

Major sporting events such as the RBC Canadian Open generate significant economic activity for host communities. According to the post-event Economic

Impact Assessment, the tournament generated \$7.6 million in visitor spending across accommodations, dining, retail, transportation, and entertainment, with \$43.6 million in total economic activity generated in Caledon.

The Visit Caledon booth played a key role in connecting these visitors with the broader community, encouraging guests to discover local villages, outdoor experiences, restaurants, and cultural attractions beyond the tournament grounds.

By promoting Caledon's tourism assets directly to visitors, the initiative helped extend the economic benefits of the event across the community.

Hosting internationally recognized events such as the RBC Canadian Open reinforces Caledon's growing reputation as a destination capable of welcoming large-scale tourism experiences while supporting local businesses.



RBC Canadian Open: Economic Impact

Visitor spending generated during the event

\$7.6M

Of visitors indicated the tournament was the primary reason for visiting the area

65%

Out-of-town visitors travelled to Caledon

29,000+

Average stay among overnight visitors

2.3 Nights

Total economic activity generated in Caledon

\$43.6M

(Source: RBC Canadian Open Economic Impact Assessment)

HOW WE SUPPORT YOUR INVESTMENT IN CALEDON

Value Proposition

From site selection to expansion, Caledon provides hands-on support to help you move from opportunity to operation—faster.

What We Offer

- **Site Selection Support**
Data, land availability, and strategic location insights
- **Development Navigation**
Dedicated expeditor support to streamline approvals
- **Business Growth & Innovation**
Access to DMZ programming, funding pathways, and ecosystem partners

Building in Caledon?

Our Expeditor Service provides a single point of contact to guide your development efficiently through municipal processes.

Start your investment conversation today

From site selection to expansion, Caledon provides hands-on support to help you move from opportunity to operation—faster.

Contact

Connect directly with:
Jim Doran, Expeditor
Town of Caledon
Jim.doran@caledon.ca
905-874-2272

caledonbusiness.ca

4M+ labour force

1,900+ acres of land

\$316M in investment in 2025





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