Reflecting on our 2014 activities has made us realize that prosperity is defined and measured in many different ways. For some, prosperity is low unemployment or a short commute; others value an affordable and sustainable community where they can leave a legacy of opportunities for future generations. Our team is proud to contribute to this prosperity in Guelph, regardless of how it is defined.

In 2014 Enterprise Services was made up of the offices of Community Energy, Downtown Renewal and Economic Development. We are proud of our achievements throughout the year: district energy projects in the ground; programs that improve downtown vibrancy; attracting business investment, and development activity in the Hanlon Creek Business Park. While these achievements focus on the economic and business benefits to our city overall, each also contribute to the well-being of the community.

In 2015 we added Parking (Business Planning and Development) to our portfolio. Our name changed to Business Development and Enterprise. These changes better reflect the City’s ability to further unlock the business potential of our assets, and enhance the qualities that make Guelph a great place to work, live, learn and play.

So yes, Guelph is indeed a prosperous city, and I invite you to have a look at the efforts made in 2014 to sustain that position, to use and reuse our assets and create sustainable business opportunities for years to come.

Peter Cartwright, General Manager
Business Development and Enterprise
Prosperity 2020 defines seven strategic directions meant to guide the actions of the city and our partners in business development over the period to 2020.

It supports the over-arching goal of diversifying Guelph’s economy.

**Diversify Guelph’s Economy**

- **Focus Investment and Growth**: Support business development where Guelph has strength: agri-innovation, manufacturing and clean technologies.
- **Invest in Tourism**: Connect more people with the Guelph experience and increase the visibility of tourism assets.
- **Invest in People and Ideas**: Create more opportunities for both residents and businesses to find quality employment.
- **Invest in the Downtown**: Create value in Downtown Guelph by connecting and creating vibrant iconic neighbourhoods.
- **Invest in Hard and Green Infrastructure**: Ensure there is opportunity for business expansion and keep them connected to the efficient and affordable utility services that they need.
- **Re-Position Guelph**: Make it easier to do business and tell more good stories about businesses in Guelph.
- **Strengthen Governance Profile and Reach**: Connect local and regional business service groups that will guide Guelph’s development.
### Guelph by the Numbers

#### Five Year Average 2009–2013

<table>
<thead>
<tr>
<th></th>
<th>Guelph 2014</th>
<th>Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Construction Value</strong>¹</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>348.0</td>
<td>16.6</td>
</tr>
<tr>
<td>Non Residential</td>
<td>150.0</td>
<td>-31.2</td>
</tr>
<tr>
<td>Residential</td>
<td>198.0</td>
<td>47.8</td>
</tr>
<tr>
<td><strong>Unemployment Rate</strong>²</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Guelph*</td>
<td>6.2%</td>
<td>0.54%</td>
</tr>
<tr>
<td>Ontario</td>
<td>6.2%</td>
<td>2.04%</td>
</tr>
<tr>
<td>Canada</td>
<td>6.2%</td>
<td>1.46%</td>
</tr>
<tr>
<td><strong>Number of Jobs</strong>³</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Guelph</td>
<td>88,146</td>
<td>4,433</td>
</tr>
<tr>
<td><strong>Population Growth</strong>²</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Guelph*</td>
<td>1.76%</td>
<td>0.18%</td>
</tr>
<tr>
<td>Ontario</td>
<td>1.76%</td>
<td>0.46%</td>
</tr>
<tr>
<td><strong>Number of Businesses</strong>³</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Guelph</td>
<td>8,149</td>
<td>845</td>
</tr>
<tr>
<td><strong>Total Assessed Property Value</strong>⁴</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Guelph</td>
<td>16.5</td>
<td>2.5</td>
</tr>
<tr>
<td><strong>New Taxes Generated from Growth</strong>⁴</td>
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<td></td>
</tr>
<tr>
<td>Guelph</td>
<td>3.4</td>
<td>0.6</td>
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<tr>
<td><strong>Development Charges</strong>⁴</td>
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<tr>
<td>Residential</td>
<td>20.4</td>
<td>7.6</td>
</tr>
</tbody>
</table>

*geographic region is Guelph Census Metropolitan Area which includes the Township of Puslinch and Township of Guelph Eramosa.

Source information:

¹ City of Guelph, Building Services; ² Statistics Canada, Labour Force Survey; ³ EMSI Analyst, June 2009–2014; ⁴ City of Guelph, Finance department
2014 MAJOR PROJECTS

RiverHouse and Market Commons: moving day for 180 residents downtown

First major commercial downtown development in 20 years

River Mill breaks ground: first residential building to be connected to district energy

Hanlon Creek District Energy plant up and running

Grand opening of Würth Canada in the Hanlon Creek Business Park

GiD Secondary Plan approved by Council

$50 million+ in expansions at University of Guelph

2014 MAJOR PROJECTS
GUELPH APPRECIATES LOCAL BUSINESS

A large portion of Guelph’s employment comes from growing businesses that are already operating in our city. These businesses contribute to the prosperity of our community through taxes, jobs and other benefits like corporate donations.

GROW GUELPH BR+E

The purpose of Guelph’s BR+E program is to understand the local economic climate, support business opportunities and help reduce barriers to business growth and job creation.

In order to service the unique needs of Guelph’s business community, Grow Guelph BR+E is a coordination of services that are offered by organizations beyond that of City Hall.

For more information visit growguelph.ca.

2014 GROW GUELPH BR+E PARTNERS INCLUDE

- Career Education Council
- Guelph Wellington Dufferin
- City of Guelph
- Conestoga College
- Downtown Guelph Business Association
- Government of Ontario
- Guelph Chamber of Commerce
- Guelph Wellington Business Enterprise Centre
- Innovation Guelph
- Local Immigration Partnership
- University of Guelph
- Workforce Planning Board of Waterloo Wellington Dufferin

*Eric Canada’s formula for the economic impact of BR+E.*
BUSINESS EXPANSIONS

Two examples of the many expansions that occurred in 2014:

RWDI

Homegrown RWDI, the largest wind and environmental engineering firm of its kind, announced in 2014 that it would stay and expand in Guelph. The company will be moving its operation in 2015 from Woodlawn Road to the HBP, retaining and adding jobs along with a physical expansion to the existing building.

- 200 Guelph jobs retained
- 200 new jobs over 5 years

NSF-GUELPH FOOD TECHNOLOGY CENTRE

NSF International broke ground on a new facility in the University of Guelph’s Research Park North. The building will serve as the NSF International’s Canadian hub, expanding its capabilities in providing food safety training, consulting and technical services.

- 25,000 sq. ft. office space
- 45 Guelph jobs retained
- 40 new jobs expected

INDUSTRIAL AND COMMERCIAL EXPANSIONS OVER $2M

<table>
<thead>
<tr>
<th>Amount</th>
<th>Company</th>
<th>Address</th>
</tr>
</thead>
<tbody>
<tr>
<td>$50M+</td>
<td>University of Guelph</td>
<td>50 Stone Road East</td>
</tr>
<tr>
<td>$9M+</td>
<td>Italia Salami Co.</td>
<td>16 Fair Road</td>
</tr>
<tr>
<td>$5.4M</td>
<td>Guelph Sikh Society</td>
<td>410 Clair Road East</td>
</tr>
<tr>
<td>$3.7M</td>
<td>AEC Developments</td>
<td>400 Michener Road</td>
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<tr>
<td>$3M</td>
<td>Vehcom</td>
<td>74 Campbell Road</td>
</tr>
<tr>
<td>$2.4M</td>
<td>JL's Home Hardware</td>
<td>575 Wellington Road</td>
</tr>
</tbody>
</table>

Source: City of Guelph Building Department

Rendering of new NSF-Guelph Food Technology Centre
MANUFACTURING DAY 2014

Economic Development supported the Workforce Planning Board of Waterloo Wellington Dufferin to deliver the region’s first Manufacturing Day.

Manufacturing Day is a North American-wide event where manufacturers open their doors to local high school students and expose them to the high-caliber careers that are available in manufacturing.

The event was one of several initiatives that took place in 2014 that help address workforce challenges in the manufacturing sector.

4 participating Guelph and area companies

130 high school students and educators

The events that were held in the Guelph, Wellington and Waterloo area made it the second most concentrated area for Manufacturing Day events in North America.

TRADESHOWS

To assist with business development efforts, Grow Guelph invited local business to go on the road and showcase at two large national shows in 2014.

Canadian Restaurant and Foodservice Association Show

4 Guelph businesses – 3 days

400+ CONNECTIONS

Canadian Waste and Recycling Show

3 Guelph businesses – 2 days

200+ CONNECTIONS
2014 GROW GUELPH BUSINESS INTERVIEW HIGHLIGHTS

First BR+E Business Visitation and Survey program complete! 54 Guelph businesses participated; of those businesses that participated:

- 83% felt that Guelph is a good to excellent place to do business.
- 79% projected an increase in sales in 2015.
- 64% had plans for expanding over the next 18 months.
- 62% identified their industries as growing.

Visit growguelph.ca for more survey results.

In 2014, thanks to the generous support from Canada Foreign Affairs, Trade & Development’s Invest in Canada Initiative, Guelph Economic Development in partnership with Innovation Guelph launched connectguelph.com, Guelph’s one stop shop online for business.

83%
Guelph is a good to excellent place to do business

70+ LOCAL BUSINESSES were serviced by the BR+E program in 2014

PROSPERITY MEANS

JOB SECURITY
Keeping businesses healthy and growing in Guelph creates and secures jobs and provides new opportunities for career development.

KEEPING TALENT CLOSE TO HOME
Local companies hire from our local talent pool. BR+E connects business and educational institutions making more opportunities for graduates to find meaningful employment right here at home.
GUELPH ATTRACTS NEW BUSINESS

Investment attraction is the promotion of Guelph to businesses that are located outside the community in both Canadian and international markets. These new businesses create new employment opportunities along with new tax revenue that supports the future prosperity of Guelph.

CANADIAN MARKET

The Greater Toronto area remains a key market area of investment attraction for companies looking to relocate and expand.

Two examples of these types of investments that occurred in 2014:

WÜRTH CANADA LIMITED

Opened its Canadian head office and distribution centre from Mississauga to Guelph.

- 90 jobs created

OERLIKON BALZERS (CANADA)

Decided Guelph was the place to relocate its only Canadian coatings facility from Burlington (scheduled to open in 2015).

- 20 jobs created

INTERNATIONAL MARKET

FDI brings new dollars and new ideas in to the community; it connects Guelph globally and contributes to an innovative environment that is attractive to all types of business.

Guelph has co-founded the Ontario Food Cluster (OFC) and is an active partner in the Ontario Clean Technology Alliance (OCTA). These organizations provide Guelph with a cost-effective and efficient method to attend international trade shows and meet with prequalified international food and clean technology companies interested in locating in North America.

In 2013, Guelph developed its own FDI Attraction, Retention Strategy and Action Plan designed to raise the city’s global profile in three key sectors: agri-innovation, clean technology and advanced manufacturing.
Guelph’s FDI Attraction and Retention Strategy and Action Plan identified the agri-innovation sector as the sector offering the most immediate global opportunities for Guelph. As such, in 2014 Economic Development completed a report entitled ‘Guelph as a Location for Agri-Food and Agri-Tech Headquarters and Knowledge-Oriented Offices’. This document outlines Guelph’s attractive strengths for agri-business investment. It will be used in FDI marketing materials to attract more world class agri-innovation companies to Guelph and strengthen the city’s already prominent reputation in this sector.

TIES WITH HOLLAND
Holland and Guelph share similar economic development strategic goals in the agri-innovation and clean technology sectors. Holland has been identified as a potential market for Guelph to pursue investment activities. The Guelph Economic Development division continues to develop business relationships through the Dutch Consulate in Toronto.

TIES WITH GERMANY
Community Energy travelled to Germany to present at the Transatlantic Urban Climate Dialogue workshop where Guelph shared the Community Energy Initiative with other cities in North America and Europe. During the trip, the delegation met with clean technology companies that showed interest in the North American market.

Alongside nearly 70 experts, executives and business representatives, Guelph also attended the Canadian German Conference on Water and Waste Water Management. The program included a site visit to the Southern Ontario Water Consortiums’ wastewater pilot facility in Guelph. Meetings with water companies provided direct contact between German and Canadian industry representatives.

Guelph traveled to New York, Munich, Hanover, and Paris in 2014 and generated over 200 leads at agri-food and clean technology tradeshows as part of OFC and OCTA.

NEW IDEAS
FDI brings new business investment and new talent to our community. This creates relationships that can open opportunities for trade and expands the innovative capacity of Guelph.
DOWNTOWN DEVELOPMENT

IT’S HAPPENING RIGHT NOW

Downtown is a major hub for social, economic and cultural activity in Guelph. Continuing to develop Guelph’s downtown keeps our community vibrant by bringing more people to live, work and play in our core.

Downtown development also plays an important role in contributing to the City’s bottom line.

HOW?

MAKING LAND MORE VALUABLE

The more use land can sustain, the more valuable it becomes and more taxes it generates.

This added revenue is applied city-wide providing services that benefit Guelph as a whole.

BUILDING AN URBAN NEIGHBOURHOOD

Guelph has a vision for downtown: an urban neighbourhood where people want to live, work and play. This means adding a mix of people, businesses and institutions to make the place that we already know and love even better.

The same land now generates more tax revenue.
GROUND BREAKINGS

New developments show there is momentum in the downtown.

First residential building hooked to District Energy

RIVER MILL CONDOMINIUMS
This 18 story mixed-use development will be heated and cooled by district energy. See page 19 for story.

143 residential units
5,000+ sq. ft. commercial space
32x tax revenue increase*

Major brownfield redeveloped

40 WELLINGTON STREET
First new commercial development in downtown in 20 years and a gateway to what’s to come for the city’s core.

New parking and renovated ball diamond
38,000 sq. ft. commercial space
7x tax revenue increase*

MOVING IN

Adding people keeps downtown vibrant.

Award winning

MARKET COMMONS
Received the Canadian Urban Institute Brownie Award in 2014 for Financing, Risk Management & Partnerships for affordable home ownership.

57 residential units
13x tax revenue increase*

30x tax revenue increase*

RIVERHOUSE CONDOMINIUMS
Downtown’s first luxury high density residential development.

130 residential units
3,500+ sq. ft. commercial space

*estimate between existing and post-construction municipal taxes
COMING SOON
On the horizon.

Breaking ground 2015

METALWORKS
Sales began in 2014 for this multi-phase mixed-use project on an 8 acre remediated brownfield site.

Phase 1 of the project is expected to break ground in 2015.

Phase 1:
125 residential units
36x tax revenue increase*

When completed, the residential component of this development will fulfill almost a quarter of the target outlined in the Downtown Secondary Plan and will create new public access along the Speed River.

*estimate between existing and post-construction municipal taxes

DOWNTOWN STREETSCAPE
MANUAL AND BUILT FORM STANDARDS

These documents approved in 2014 outline the urban design expectations for public space and private developments downtown. This study includes direction on projects such as the revitalization of St. George’s Square, downtown’s unique heritage attributes and roadway redesigns.

For more information visit guelph.ca/placemaking.
**On target**
for new residents in the downtown by 2031

- **3,000 UNITS**
  - 625 APPROVED
  - 474 BUILT

**PROSPERITY MEANS**

**FEELING CONNECTED**
Downtown development is creating more places and ways for people to connect, share and innovate.

**MORE ENTERTAINMENT**
All work and no play makes Guelph a dull city. Downtown development is creating new spaces and energy around culture and entertainment by bringing people to the core and building a vibrancy unique to Guelph.

$2.30 private dollars were leveraged by every $1 minor activation grants provided by the City in the downtown.

14,700 event attendees in Market Square in 2014.
EMPLOYMENT LAND

BUILDING INVESTMENT CAPACITY

Often referred to as industrial parks or business parks, the availability of employment land is essential for the City to attract and keep businesses in Guelph. These businesses provide employment opportunities that support families as well providing important tax revenue that builds and supports community infrastructure and services.

This is why the City needs to ensure that Guelph has a continuous and available supply of serviced employment land.

Guelph is in a highly competitive position with a stable supply of serviced employment lands. This supply is available to meet today’s needs along with plans to ensure a continuous supply for the future.

HANLON CREEK BUSINESS PARK (HCBP) LAND SALES

The HCBP looks much different in 2014 than a short four years ago. After significant planning, the site is now generating land sale revenues, tax revenues and creating jobs.

Since 2010 when the park came on to the market, the City has negotiated and facilitated 9 sales in the park.

In addition, 27 acres have been purchased by private developers and investors.

$8.2M
Value of City-owned land sales in HCBP

29.5 City-owned acres sold in HCBP
19 BUILDINGS are built or in the planning stages in the HCBP

FUTURE EMPLOYMENT LAND
The Guelph Innovation District is one of Guelph’s future employment and mixed-use development sites. The district’s secondary plan was approved by Council in 2014. This is a milestone in bringing these lands online and available for development in the future.

200 BEVERLEY ST.
200 Beverley St. is a City-owned 13 acre brownfield property. CBRE real estate specialists were retained in 2014 to research a new productive use for the property that would add value back to the community. CBRE also assisted the City in developing a marketing package that would be presented to potential buyers in early 2015.

DISTRICT ENERGY, A COMPETITIVE ADVANTAGE
The newest feature of the HCBP came online in 2014 with the installation of a district energy system.

This system will provide the electricity, heating and cooling needs for participating buildings in the park. Those businesses that are connected to the system don’t need to purchase furnace or air conditioner and benefit from stable and reliable utility costs.

SHORT COMMUTE
Employment land means just that, employment. More employment opportunities means more Guelphites can live and work in the same city and avoid a long commute to find meaningful employment.

SHARING THE LOAD
On top of generating employment opportunities in the community, buildings constructed on employment lands provide increased taxes that helps build city infrastructure and support community services.
THE GATEWAY TO THE NORTH AMERICAN ENERGY MARKET

Guelph spends approximately half a billion dollars on energy each year. The majority of this money leaves our community and doesn’t come back, but if Guelph consumed or conserved energy that is produced locally, half of that money would be kept in the community.

Community Energy works on a range of business development projects that both reduce energy consumption and create opportunities for its production and distribution right here in Guelph. By pioneering this kind of commitment to energy management in North America, Guelph has attracted the attention of investors around the world. In doing so, it has strengthened Guelph’s image in the global market as a place where innovative clean technology companies want to locate and grow.

THE COMMUNITY ENERGY INITIATIVE

Guelph’s Community Energy Initiative supports a variety of projects and programs that help Guelph reach its goals for energy and greenhouse gas reduction.

WHAT ARE THOSE GOALS?

Between 2006 and 2031, reducing Guelph’s per capita energy use by 50%, and per capita greenhouse gas emissions by 60%, despite a significant population increase.

HOW ARE WE DOING?

Since the Community Energy Initiative launched in 2006, both energy use and greenhouse gasses are trending down in the range of 15% per capita.

Updates and more information on the Community Energy Initiative can be found at guelph.ca/energy.

DISTRICT ENERGY

District energy is a network of piping and small energy plants that produce heat and cooling for multiple buildings from a shared source. The District Energy Strategic Plan is a road map on how Guelph will adapt this district energy system city-wide, connecting all buildings to a new heating and cooling grid.

WHAT DOES THAT MEAN?

It means that buildings that are connected to district energy don’t need to purchase and operate a furnace or air conditioner. It helps reduce expenses spent on utilities, stabilizes rates, and reduces energy consumption and greenhouse gas emissions.
DISTRICT ENERGY SYSTEMS

HCBP SYSTEM APPROVED
Minister of Energy, Bob Chiarelli visited Guelph to mark the approval and launch of the Hanlon Creek Business Park District Energy System, the second in Guelph. The savings to companies through the use of this new system provides a competitive advantage for Guelph to attract companies to the business park.

RIVER MILL CONDOMINIUMS
Announced in 2014, River Mill Condominiums will be the first residential building in Guelph to be heated and cooled by district energy. Residents and businesses in this 18 story development will benefit from reliable supply of these utilities and lower fuel costs. 139 suites heated and cooled with district energy.

ATTRACTING INVESTMENT
In 2014, the multi-national Danish company Ramboll announced the opening of a new office in Guelph. The company recognized Guelph’s strength in the clean technology industry and have plans to use their new office to deliver consulting services for district energy networks throughout North America.

EMERGE GUELPH COMMONS OPENS ITS DOORS
A new office for EMERGE Guelph opened in 2014 in the Old Quebec Street Shoppes. EMERGE Guelph provides programs at the home, street and neighbourhood level that help residents and businesses reduce their environmental impact. These programs assist the City in meeting their energy, water, transportation, and waste targets.

RECOGNITION IN 2014

FEDERATION OF CANADIAN MUNICIPALITIES AWARD
Partners for Climate Protection Program – recognized for raising awareness of climate change and reducing greenhouse gas emission.

SUSTAINABLE COMMUNITIES AWARDS
• Community Energy Initiative recognized for innovation and excellence in energy.
• Greenhouse Gas Emission Reduction Champion.

PROSPERITY MEANS

AFFORDABILITY
By tackling energy from both the supply and demand side, households can reduce energy consumption and expenses, making living in Guelph more affordable.

CLEANER AIR
Community energy projects reduce harmful greenhouse gas emissions, meaning cleaner air and a higher quality of life for residents.
Invest in Guelph is an initiative of the City of Guelph to position and promote Guelph, Ontario as an investment ready and responsive community.

For more information on the services offered by Guelph Enterprise Services please visit: guelph.ca/biz

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