

City Clerk's Office  
City of Guelph  
1 Carden Street  
Guelph, ON N1H 3A1

Date: November 30<sup>th</sup>, 2023

Subject: OPA 80 – Modification 15 – Items 117-126: A New Policy 9.13.3.13 and mapping changes for 384 Crawley Road

Dear Members of Council,

Thank you for the opportunity to provide my thoughts regarding NewCold's interest in investing in Guelph, Ontario and the opportunity to join your community as a business owner. My name is Jonas Swarttouw, and I am the Executive Vice President Commercial for North America of NewCold. Our organization is one of the largest advanced automated warehouse and cold chain logistics companies worldwide, with its headquarters in Breda, the Netherlands and our North American headquarters located in Chicago, Illinois. Our company was founded in 2012 to address a growing need for safe and efficient food warehousing and distribution.

As a company we pride ourselves in investing in the future of automated cold storage warehousing to help the global food economy and the vertical food supply chain by helping cities and countries where we invest to become further resilient in their efforts to ensure food security for all.

In 2016, we were asked by some of our Canadian national customers to evaluate the Canadian marketplace. Their desire to have NewCold enter Canada was in response to the lack of appropriate cold storage solutions to support their businesses and the growing businesses of many of the largest national Canadian food companies that require this critical service. When contemplating an investment of this magnitude, we determined that Ontario would be the most suitable location for our Canadian head office operations.

After an extensive five-year process, we then further identified the City of Guelph as the number one location for our prospective investment. Guelph was not simply chosen based on geography – it was done through a rigorous process of market-driven decision making that we utilize when assessing any new market. We identified the following Guelph-specific attributes which directly led to NewCold's decision to invest in your community:

- Guelph's strong ties to and focus on agriculture;
- The University's curriculum focused on agriculture;
- The food economy where we can look to partner and benefit from a skilled labour force; and
- The City's commitment to the circular food economy through the 'Our Food Future and Circular Opportunity Innovation Launchpad' ('COIL')

Since April 2022, NewCold's team has worked collaboratively alongside City staff and the current landowner of 384 Crawley Road, Industrial Equities Guelph Corporation, to advance the planning approvals process in an effort to secure the approvals necessary for development of NewCold's first ever "Sustainability Campus": an approximately 1.1 million square foot forward thinking, sustainably driven cold storage campus facility. This \$1.36 billion investment in the first 5-years of on-going operations and further \$1.45<sup>1</sup> billion of economic impact through construction and development of the proposed project would generate significant benefits for the community and the Province. At a full build-out the facility would employ the equivalent of 570 full-time jobs with an average salary of \$85,000, accounting to \$48 million in total annual wages<sup>2</sup>. Further, consistent with NewCold's strong corporate values, as a commitment to ensuring that our lands are appropriately connected to the surrounding community NewCold has planned to enhance 25.89 acres of the site with 13,500 plantings, providing enhanced greenspace to the neighbouring South End Community Park.

---

<sup>1</sup> Updated figure as per Building Construction Price Indexes Q2 2023

<sup>2</sup> Notes: All figures are estimates. Source: Altus Group, NewCold Project Guelph, March 18, 2022

Official Plan Amendment 80 ('OPA-80') as amended by the Minister and that is being contemplated at Council includes Modification 15, a modification that was requested by NewCold through the Provincial ERO process. The City was aware that NewCold was seeking these changes to help facilitate the planning approvals necessary for the project to succeed. As more particularly detailed in the submissions of David Falletta of Bousfields Inc., the lands are already designated as Industrial Lands and a portion of the site is located in a Provincially Significant Employment Zone - NewCold's proposed Sustainability Campus is accordingly in keeping with the Province and City's intended use of the site. Modification 15 to OPA 80 will allow timely advancement of the proposed development which is in the community and Province's interest. As detailed in the Bousfield's letter to council, repeal of Modification 15 would unnecessarily create the need for at least one additional approval. This would cause significant delay to the project which could materially impact its viability.

We recognize that the Minister implemented a number of modifications to OPA-80 that are being contemplated by Council and for the foregoing reasons we respectfully request your careful consideration of Modification 15 – should Modification 15 be repealed it could prevent NewCold from advancing our goal of investing in Guelph and possibly Ontario. We accordingly ask that Council ask the Minister to maintain Modification 15 as approved for 384 Crawley Road and the associated NewCold Sustainability Campus.

After a more than a two-year investment of time and resources to advance this exciting project, we are optimistic that all of our collective efforts to date will result in a successful outcome to allow NewCold to proceed on this critical investment in Guelph and as a result support Ontario's economic development strategy overall, helping to further cultivate the economic development sector. NewCold's investment will ultimately help to further assure food security in the region, provide unparalleled supply chain traceability, and prioritize sustainability.

We are always available to discuss further and welcome the opportunity to make Guelph the new home for our sustainability Campus and Canadian head office operations.

With kind regards,



Jonas Swarttouw  
Executive Vice President Commercial for North America of NewCold

# THE NEWCOLD GUELPH SUSTAINABILITY CAMPUS

"A Sustainability Campus of the Future"

The NewCold Guelph Sustainability Campus will be an investment of \$1.45B into developing 200 acres **state-of-the-art cold storage and manufacturing facility** with a new innovative approach to creating an **energy-efficient cold storage facility** that will address the ongoing need for **food storage and food security** and contribute to the **economic development of Guelph**.

Through a network of greenspaces that will create **connections** to the surrounding community, the NewCold Guelph Sustainability Campus supports the conservation, protection, and enhancement of Guelph's natural heritage system and **improving quality of life** through seamless immersion within the natural environment.



*"NewCold Guelph supports the City's Strategic Plan to create an **inclusive, connected, and prosperous city** by bringing innovation and technology that will complement its emerging industrial corridor."*

Conceptual rendering by Cicada Design. Illustration is artist's concept. E. & O. E.

### The Opportunity

approx. **1.1M** sq. ft.

Energy Efficient Buildings

Partnerships with Multiple Food Production Companies

### Economic Activity

|                                     |                            |
|-------------------------------------|----------------------------|
| <b>\$1.36B</b>                      | <b>\$1.45B*</b>            |
| On-Going Operations (First 5 Years) | Construction & Development |

### Jobs & Taxes\*\*

|                    |                                |
|--------------------|--------------------------------|
| <b>\$48M</b>       | <b>\$12M</b>                   |
| Total Annual Wages | Total Annual Property Taxes    |
| <b>\$85K</b>       | <b>570</b>                     |
| Avg. Annual Salary | FTE Jobs in the Full Build-Out |

### The Environment

Enhancing **25.89 ac** of land with **13,595** plantings

\*Updated figure as per Building Construction Price Indexes Q2 2023

\*\*Federal and Provincial levels of government combined.

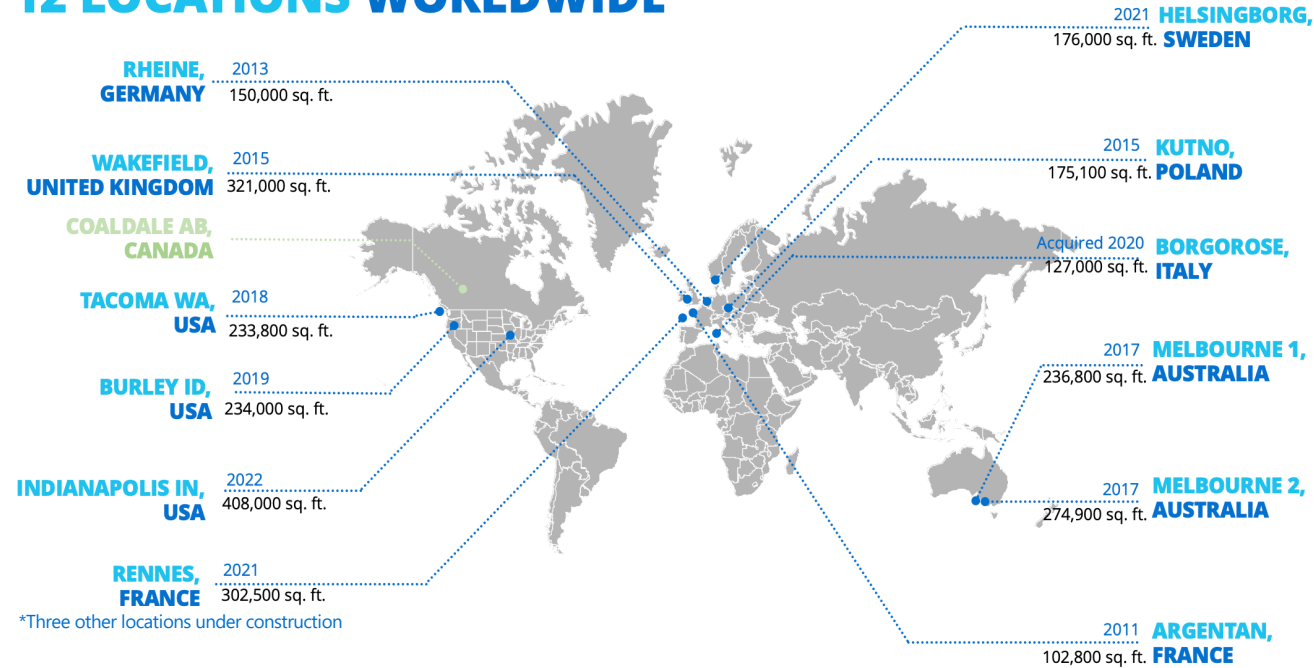
Notes: Construction & Development rounded up to the closest \$5 million. Inclusive of direct, indirect, and induced. On-Going Operations rounded up to the closest \$1 million. Inclusive of direct, indirect, and induced. All figures represent an estimate only.

Source: Altus Group

# THE NEWCOLD GUELPH OPPORTUNITY

Founded in 2012, NewCold is a rapidly growing global advanced **food logistics company** specializing in temperature-controlled warehousing and distribution. Its world-class systems, energy efficiency and productivity stand above conventional cold storage solutions. NewCold develops and operates **state-of-the-art, highly automated cold storage facilities**. NewCold is partnering with some of the **largest food companies in the world** to drive **innovations in the cold storage industry**, offering food security supply chain solutions for food producers and retail companies dealing with chilled and/or frozen food. We are focused on achieving the **lowest energy use possible**, implementing the most innovative solutions.

## 12 LOCATIONS WORLDWIDE\*



Clean and efficient technology

Reduced carbon footprint

Mitigation of climate change impacts

Supporting the local job industry

Advancement of building vibrant, safe, and healthy neighbourhoods

*"Cold storage is critical to the success of Ontario's agri-food sector and supporting the province's farmers. It plays an important role in maintaining a safe and stable food supply chain, from farm to fork."*

— Lisa M. Thompson, Minister of Agriculture, Food and Rural Affairs



McCarthy Tétrault LLP  
PO Box 48, Suite 5300  
Toronto-Dominion Bank Tower  
Toronto ON M5K 1E6  
Canada  
Tel: 416-362-1812  
Fax: 416-868-0673

**Michael Foderick**  
Partner  
Direct Line: (416) 601-7783  
Direct Fax: (416) 868-0673  
Email: mfoderick@mccarthy.ca

January 4, 2023

Hon. Steve Clark, Minister  
Municipal Affairs and Housing  
777 Bay Street, 17<sup>th</sup> Floor  
Toronto, ON M7A 2J3

Dear Minister Clark:

**Re: City of Guelph Official Plan Amendment 80 – Shaping Guelph**  
**ERO Number: 019-5981**  
**Ministry Reference Number: 23-OP-221935**

We are writing on behalf of Industrial Equities Guelph Corporation, the owner of the property municipally known as 384 Crawley Road (the “**Subject Lands**”) in the City of Guelph (the “**City**”). The Subject Lands are a very prominent site within Official Plan Amendment 80 (“**OPA 80**”) located in the southwestern part of the City. OPA 80 was adopted by City Council on July 11, 2022 and has been sent to the Minister of Municipal Affairs and Housing for approval pursuant to the *Planning Act*. OPA 80 is intended to comprehensively revise the City’s Official Plan in particular the vision, urban structure, population and employment figures, density and intensification targets, as well as related policies and designations.

NewCold, a multinational cold storage company and a leader in developing and operating highly automated cold stores, intends to construct its Canadian headquarters at this location. Current and future food demands in Ontario have resulted in a need for cold storage logistics and food manufacturing from multiple longstanding large food-based companies. To support its customers and this increasing demand in Ontario, NewCold has been searching for a suitable industrial location since 2017 and now has identified it at this location in the City. Overall, the full build-out of the Subject Lands will create over 570 jobs in a 1.1 million square foot state-of-the-art cold storage manufacturing and packing facility, which is expected to be of major economic benefit to the City.

Industrial Equities Guelph Corporation has been discussing an Official Plan Amendment to facilitate the construction of this facility with the City, however OPA 80 presents a timely and appropriate opportunity for the Minister to make certain straightforward modifications to the Official Plan to much more efficiently advance this important project.

## **1. Industrial Land**

### **Requested Change:**

Insert new Policy 9.5.2.14 immediately below 9.5.2.13 as: “Land within the Southgate Business Park municipally known as 384 Crawley Road and legally described as Part of Lots 13, 14 and 15, Concession 7, (Former Township of Puslinch) City of Guelph, County of Wellington as currently recorded in Property Identifier Number 71199-0115 (LT) will be subject to the following:

- i) Nothing in this Plan shall prevent the construction of industrial buildings and ancillary buildings, landscaping and any related works, including but not limited to a cold storage facility, with a maximum non-residential gross floor area of no greater than 160,000 square metres and a maximum height of no greater than 46 metres, including without limitation:
  - a. The buffer requirements specified within Table 4.1.; and
  - b. Policies 4.1.2.5, 4.1.3.3, 4.1.3.4, 4.1.3.6, 4.1.3.8, 4.1.3.9, 4.1.4.4, 4.1.6.1 and 10.19.2 ii).
- ii) The conveyance of future planned public roads may be secured in a site plan or consent agreement.”

### Rationale:

This requested change is to allow NewCold the opportunity to expeditiously locate to the City on a large and significant employment designated parcel which will directly result in the creation of a substantial number of essential jobs. Also, this requested change will allow for much needed industrial growth in the City and will support that the minimum provincial Growth Plan employment targets in OPA 80 will be met in a timely manner. Further, this requested change will ensure consistency, for example with respect to height, with other industrial land use permissions recently approved by the City in the general vicinity of the Subject Lands.

## **2. Amended Mapping**

### Requested Changes:

Modify Schedule 1a: Urban Structure by replacing it with amended mapping.

Modify Schedule 1b: Structure by replacing it with amended mapping.

Modify Schedule 2: Land Use Plan by replacing it with amended mapping.

Modify Schedule 3: Development Constraints by replacing it with amended mapping.

Modify Schedule 4: Natural Heritage System by replacing it with amended mapping.

Modify Schedule 4A: Natural Heritage System by replacing it with amended mapping.

Modify Schedule 4B: Natural Heritage System by replacing it with amended mapping.

Modify Schedule 4C: Natural Heritage System by replacing it with amended mapping.

Modify Schedule 4D: Natural Heritage System by replacing it with amended mapping.

Modify Schedule 4E: Natural Heritage System by replacing it with amended mapping.

Modify Schedule 5: Road & Rail Network by replacing it with amended mapping.

Modify Schedule 6: Open Space System by replacing it with amended mapping.

Rationale:

These requested mapping changes merely implement the requested change outlined in 1. above resulting in an appropriate site layout for the Subject Lands in OPA 80. For clarity: these amendments are merely meant to remove any policy impediments to timely approval of the proposed facility and it is our client's intention to retain most of the natural heritage features on the Subject Lands, consistent with the recommendations of its consulting expert biologists and qualified natural heritage consultants.

Thank you for your consideration of these requested changes. Should you have any questions or require any additional information, please do not hesitate to contact the writer.

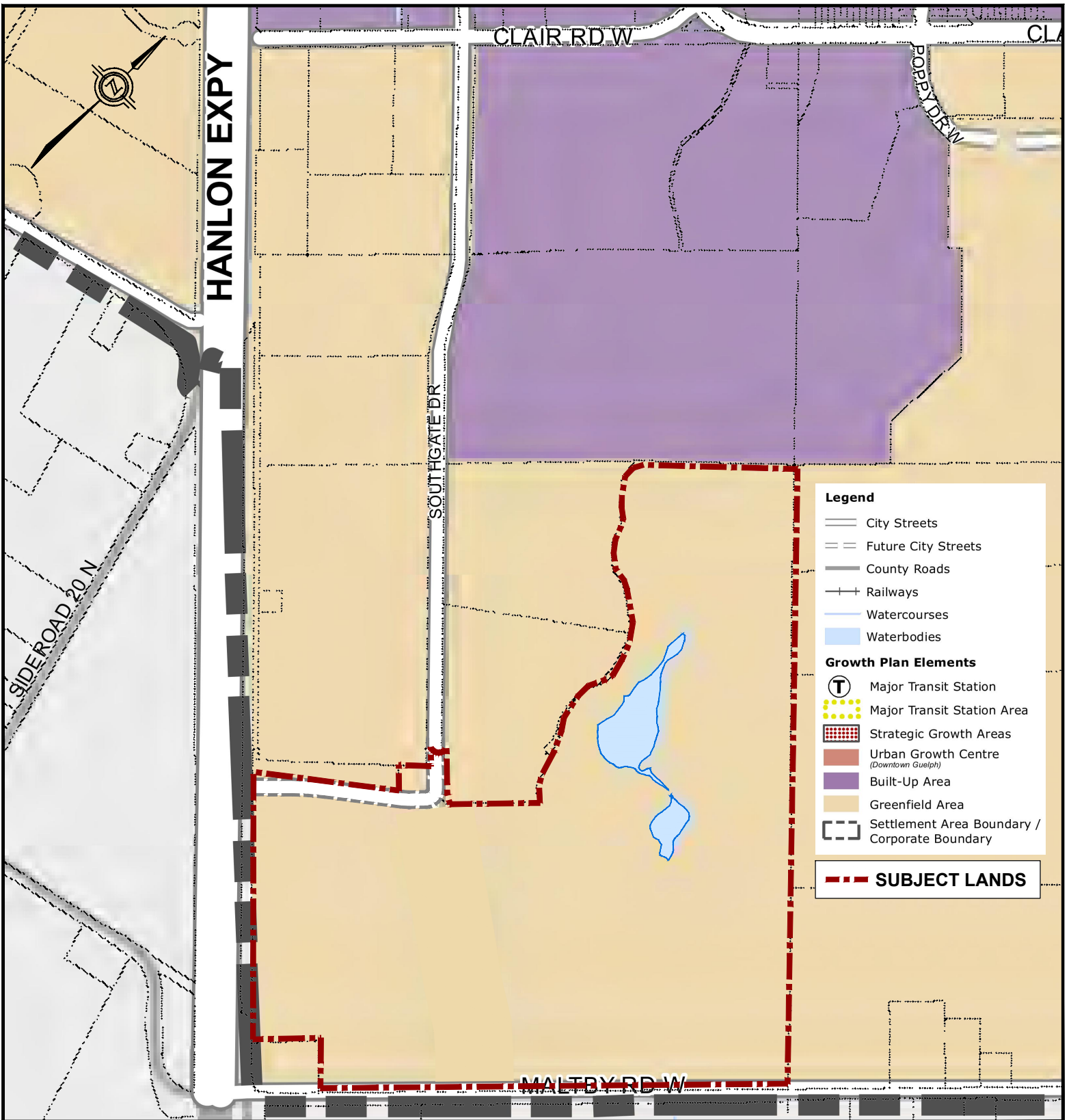
Sincerely,

McCarthy Tétrault LLP

A handwritten signature in black ink, appearing to read 'M. Foderick', is written over a light grey horizontal line.

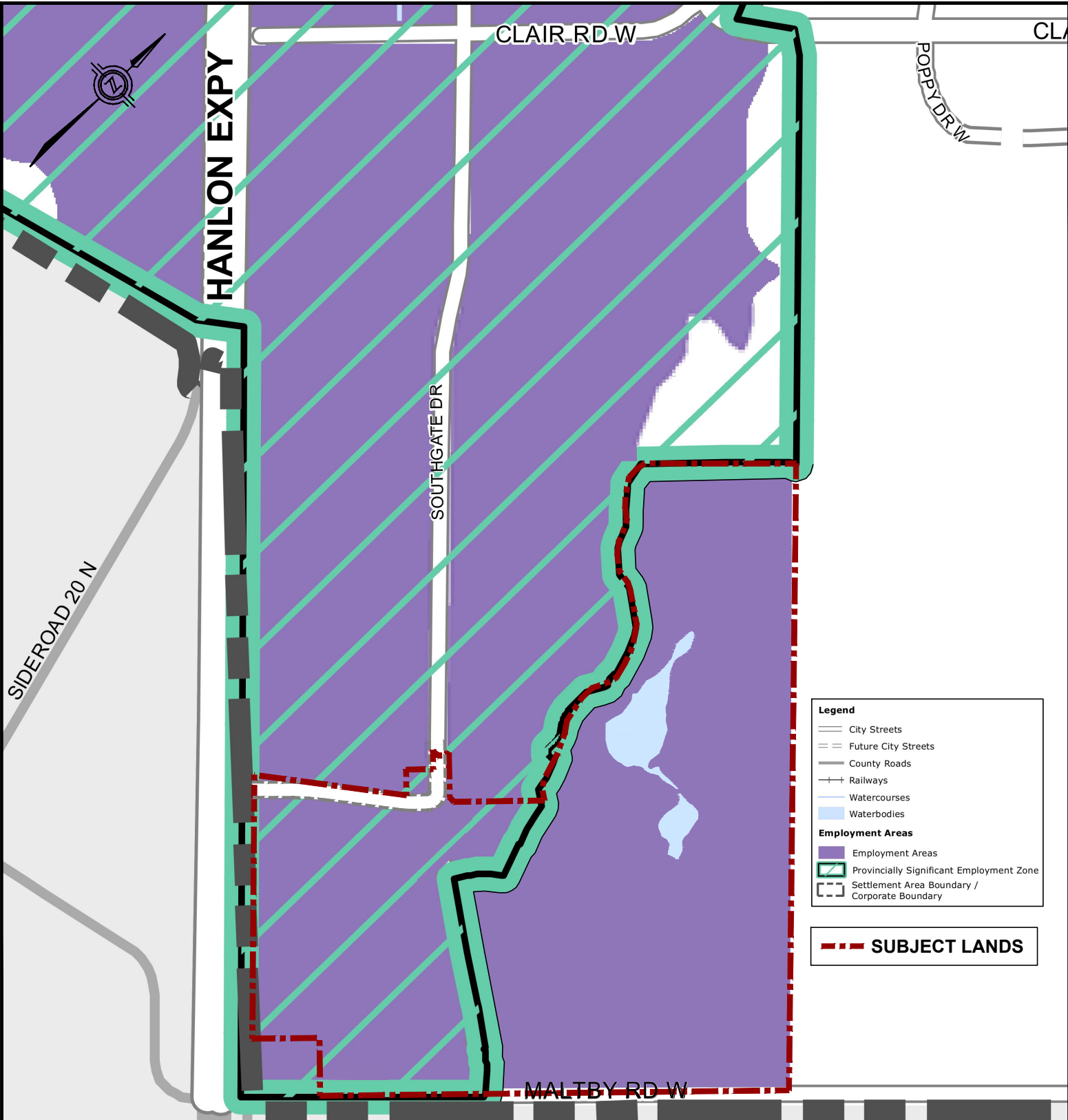
Michael Foderick

cc Ryan Amato, Chief of Staff (ryan.amato@ontario.ca)



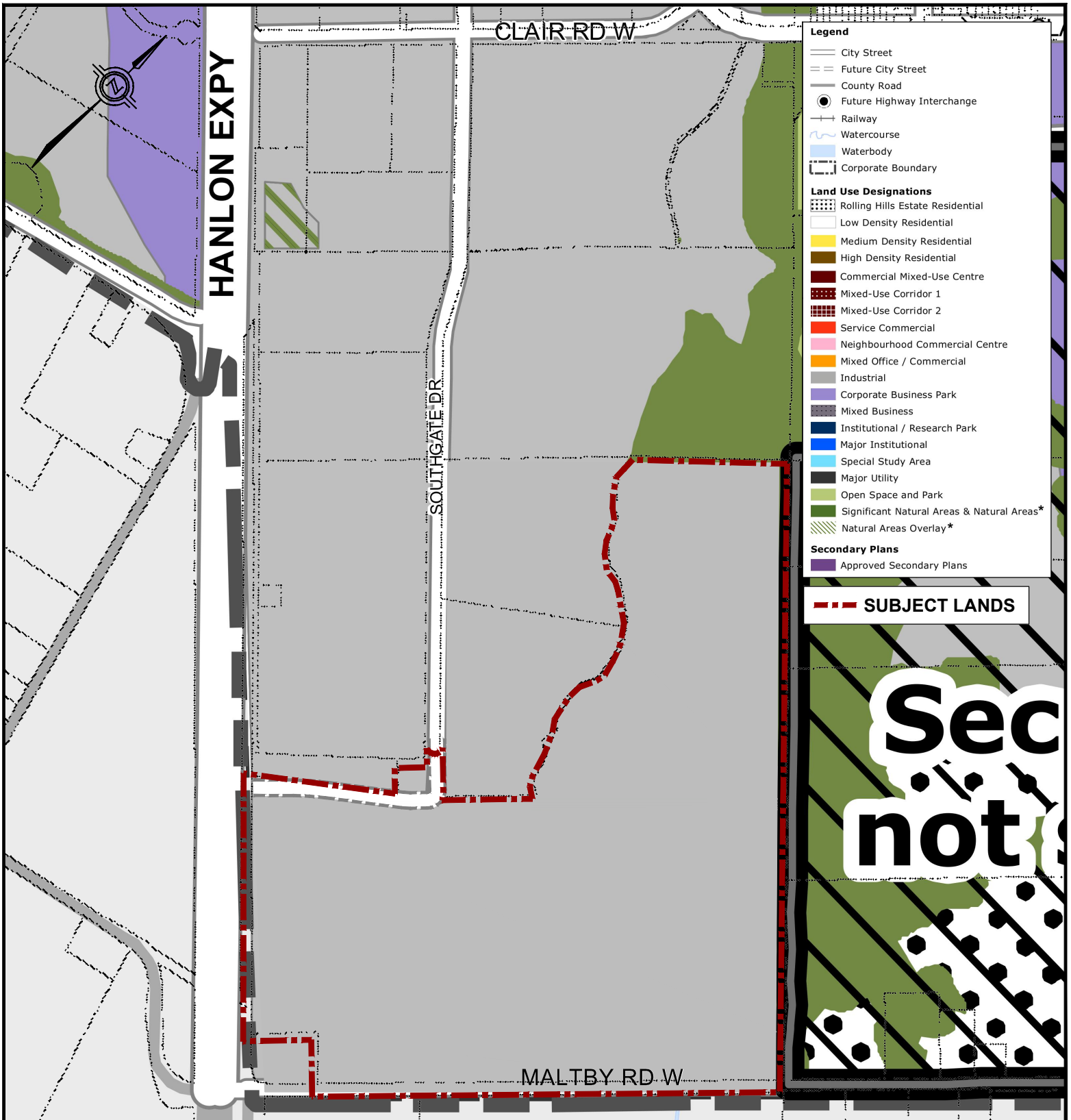
**City of Guelph Official Plan**  
 Schedule 1a: Urban Structure

**REQUESTED MODIFICATIONS TO OPA 80**



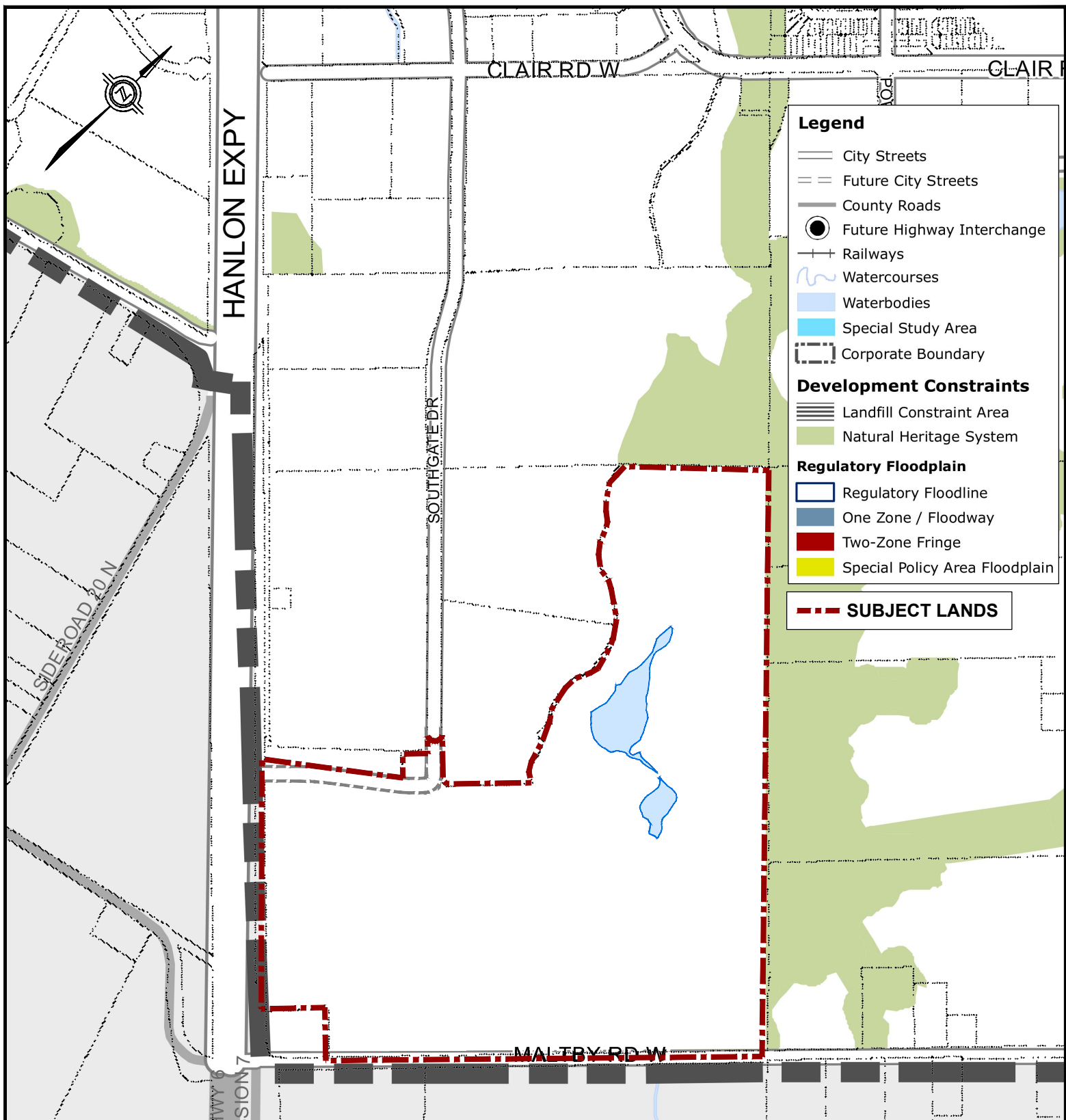
**City of Guelph Official Plan**  
 Schedule 1b: Structure Employment Areas

**REQUESTED MODIFICATIONS TO OPA 80**



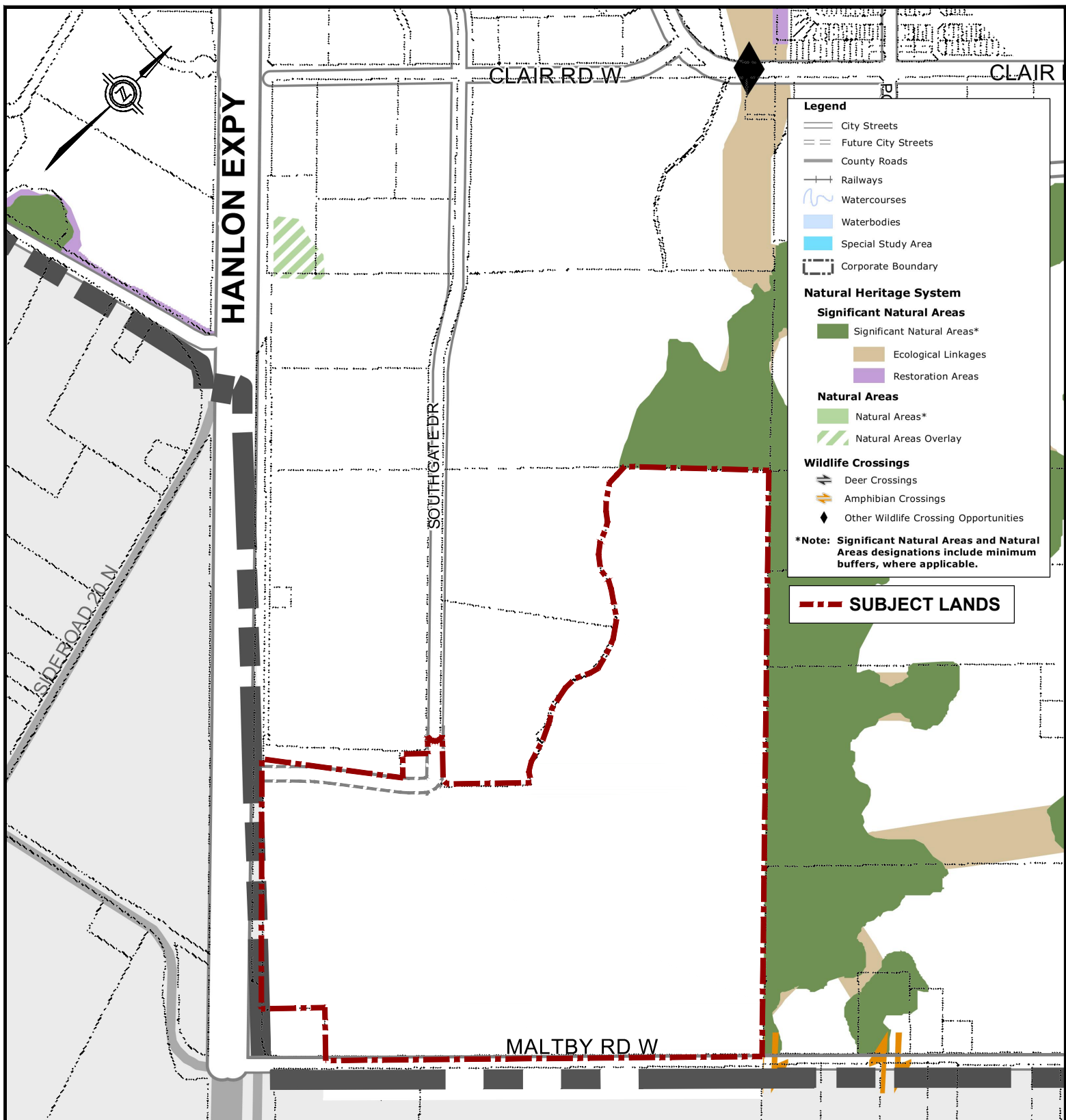
**City of Guelph Official Plan**  
 Schedule 2: Land Use Plan

**REQUESTED MODIFICATIONS TO OPA 80**



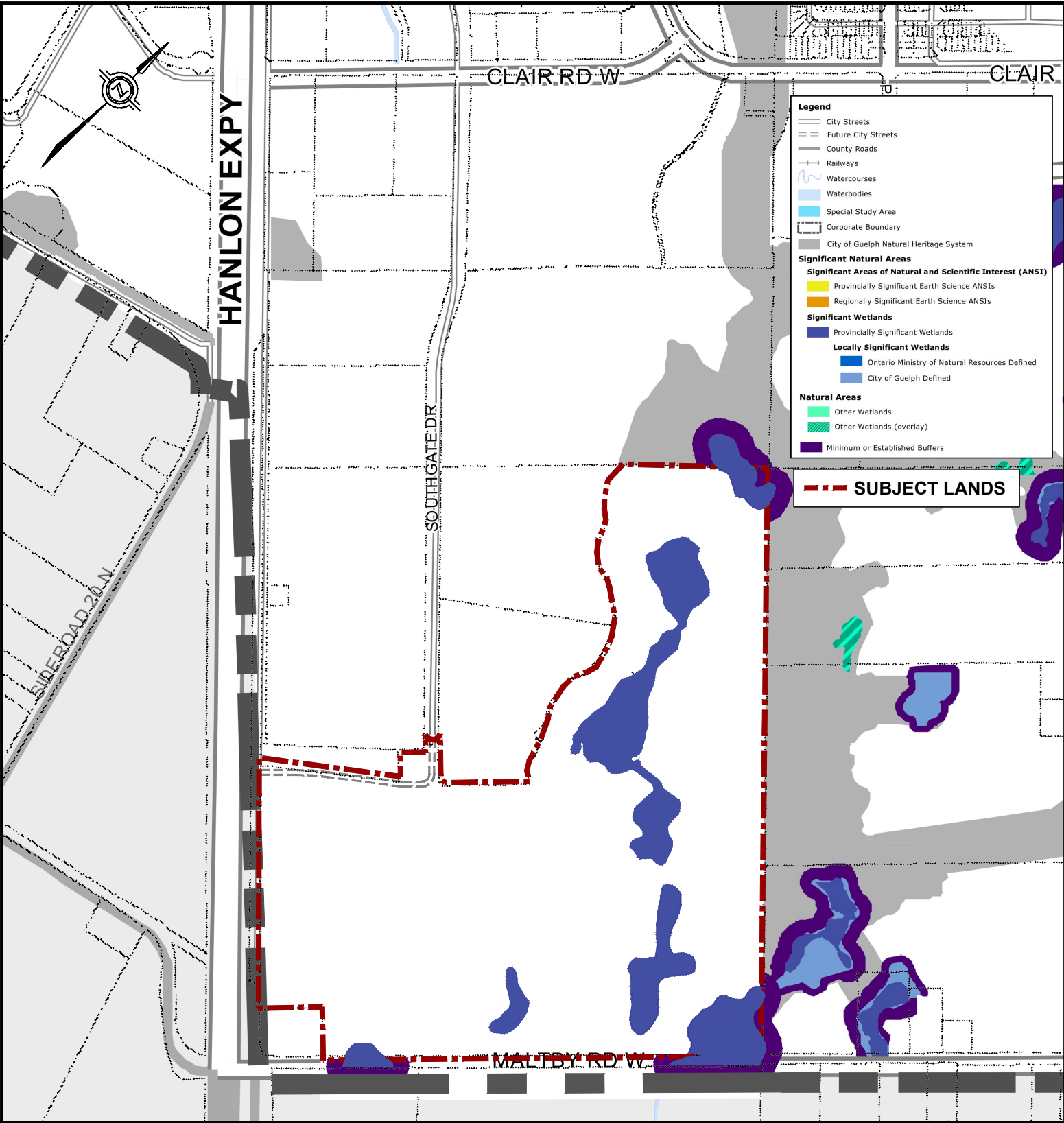
**City of Guelph Official Plan**  
 Schedule 3: Development Constraints

**REQUESTED MODIFICATIONS TO OPA 80**



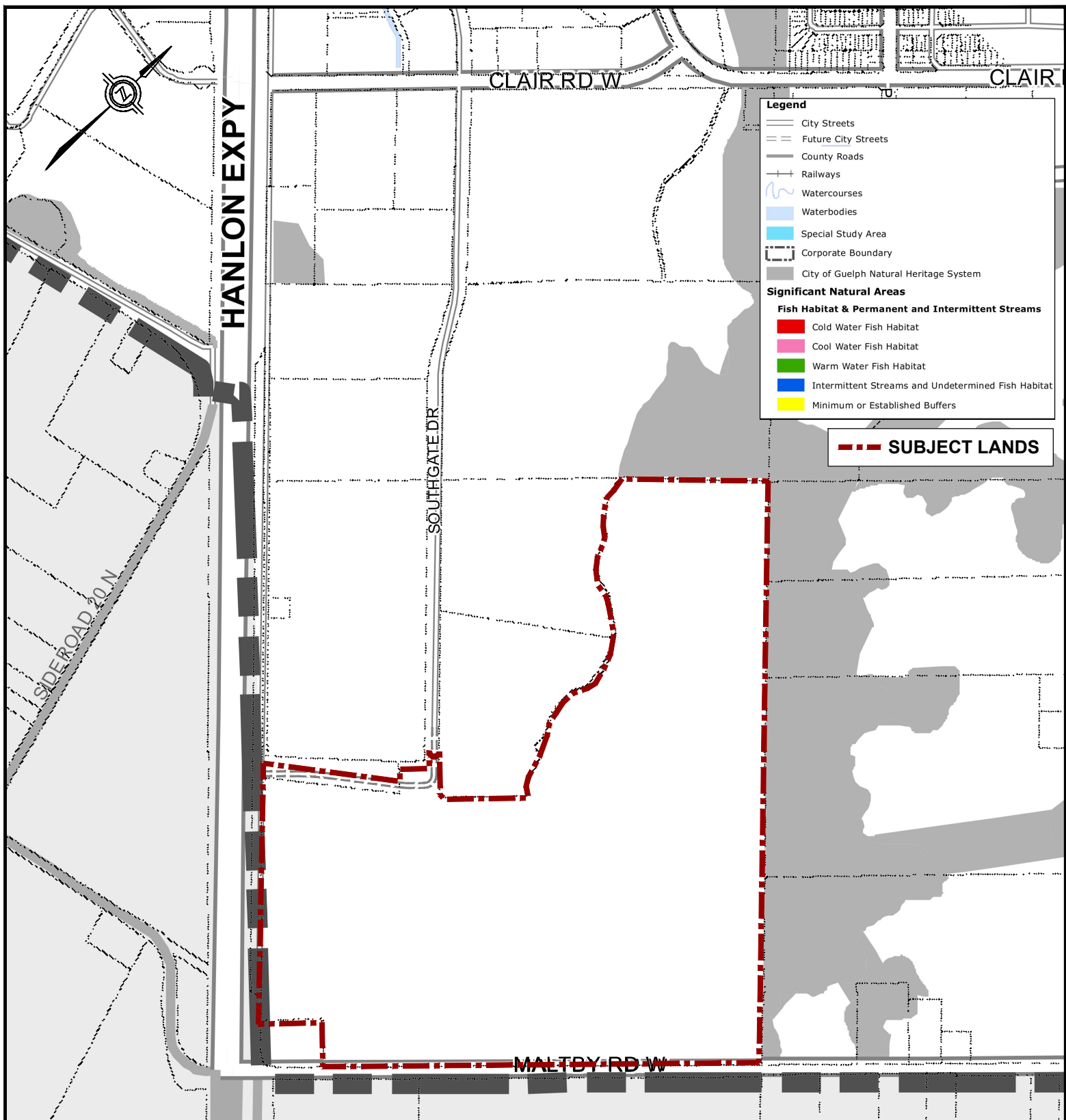
**City of Guelph Official Plan**  
 Schedule 4: Natural Heritage System - Natural Heritage System

**REQUESTED MODIFICATIONS TO OPA 80**



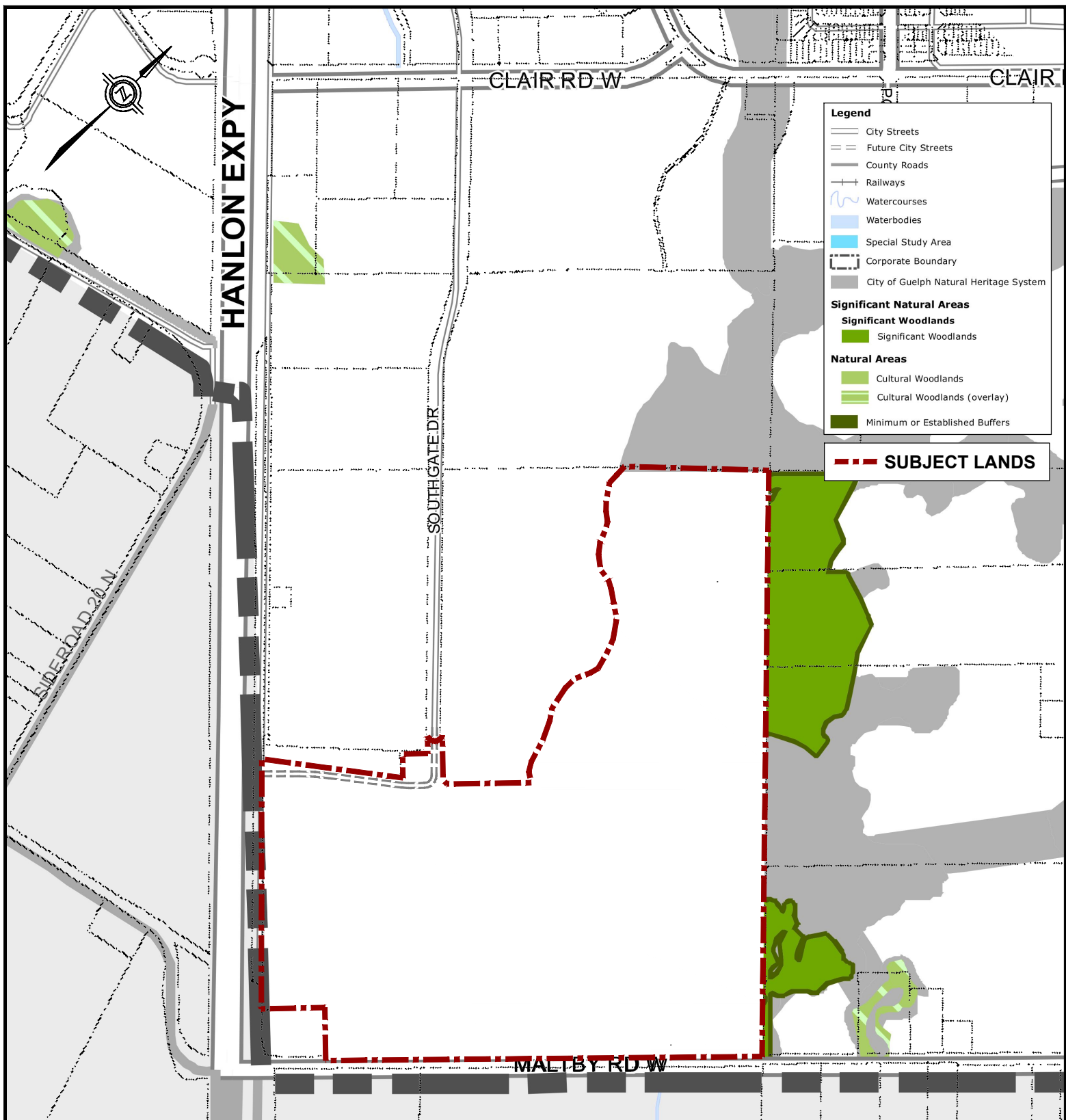
**City of Guelph Official Plan**  
 Schedule 4a: Natural Heritage System - ANSIs and Wetlands

**REQUESTED MODIFICATIONS TO OPA 80**



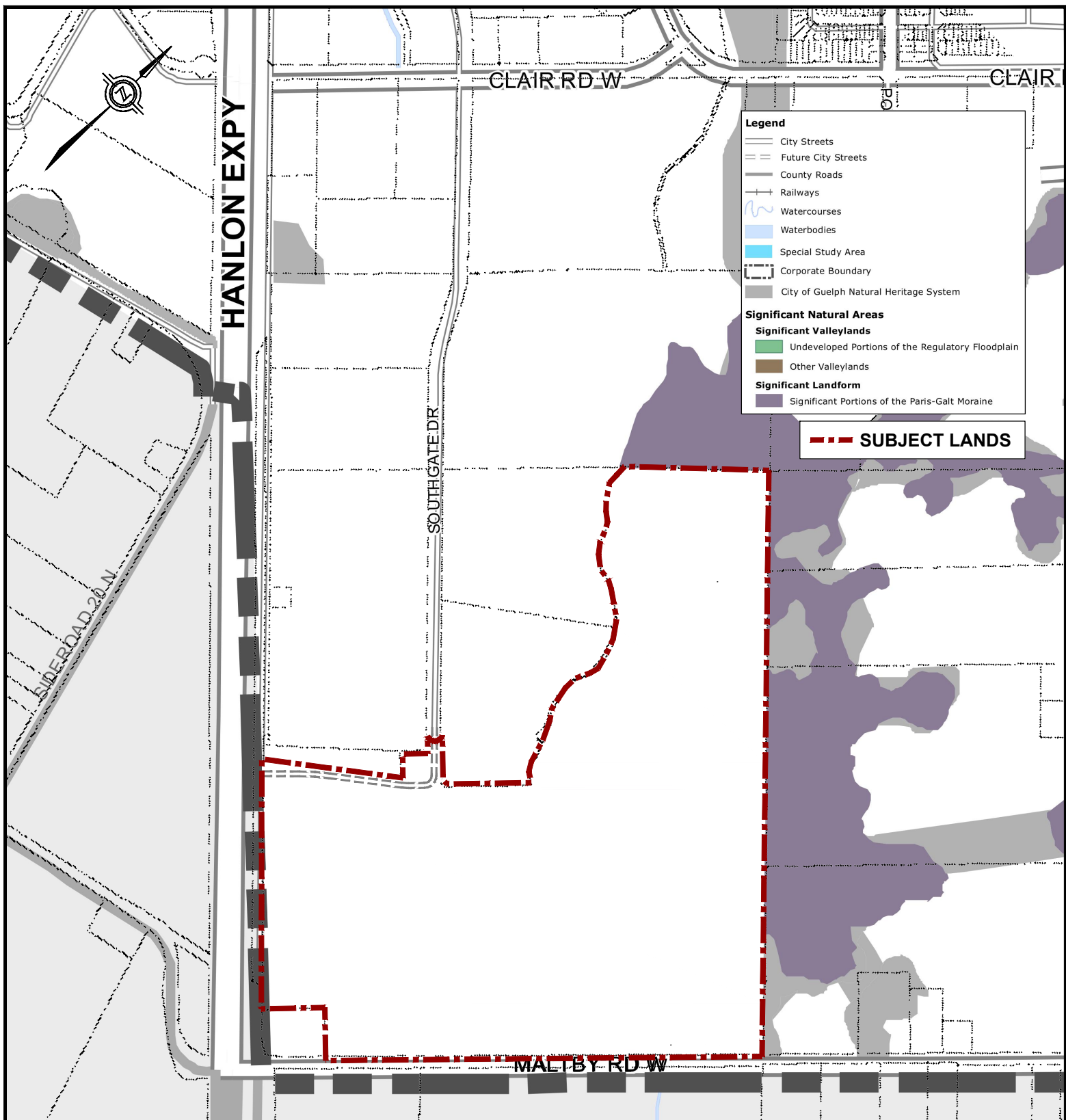
**City of Guelph Official Plan**  
 Schedule 4b: Natural Heritage System - Fish Habitat and Permanent & Intermittent Streams

**REQUESTED MODIFICATIONS TO OPA 80**



**City of Guelph Official Plan**  
 Schedule 4c: Natural Heritage System - Significant Woodlands

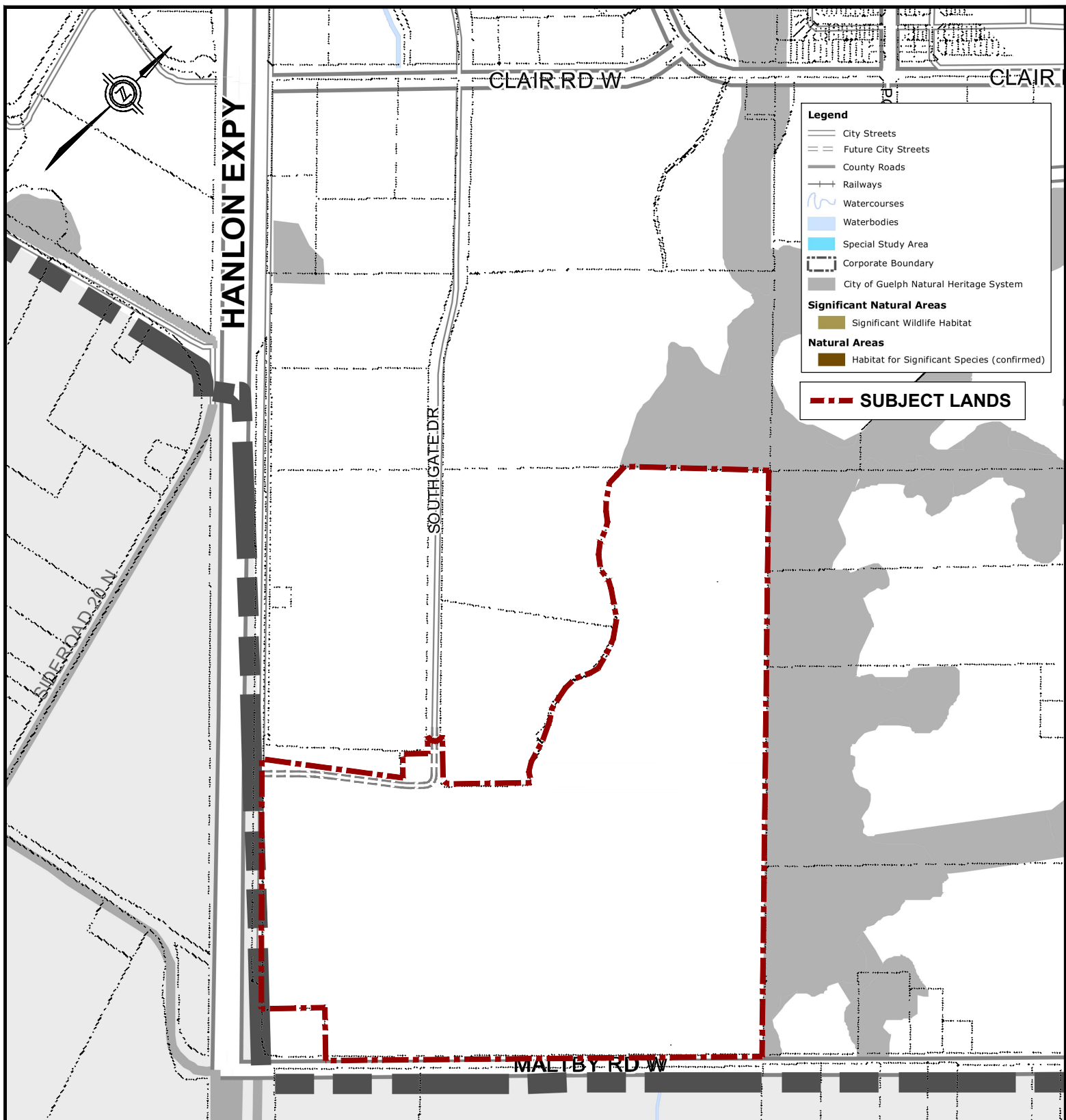
**REQUESTED MODIFICATIONS TO OPA 80**



# City of Guelph Official Plan

Schedule 4d: Natural Heritage System - Significant Valleylands & Significant Landform

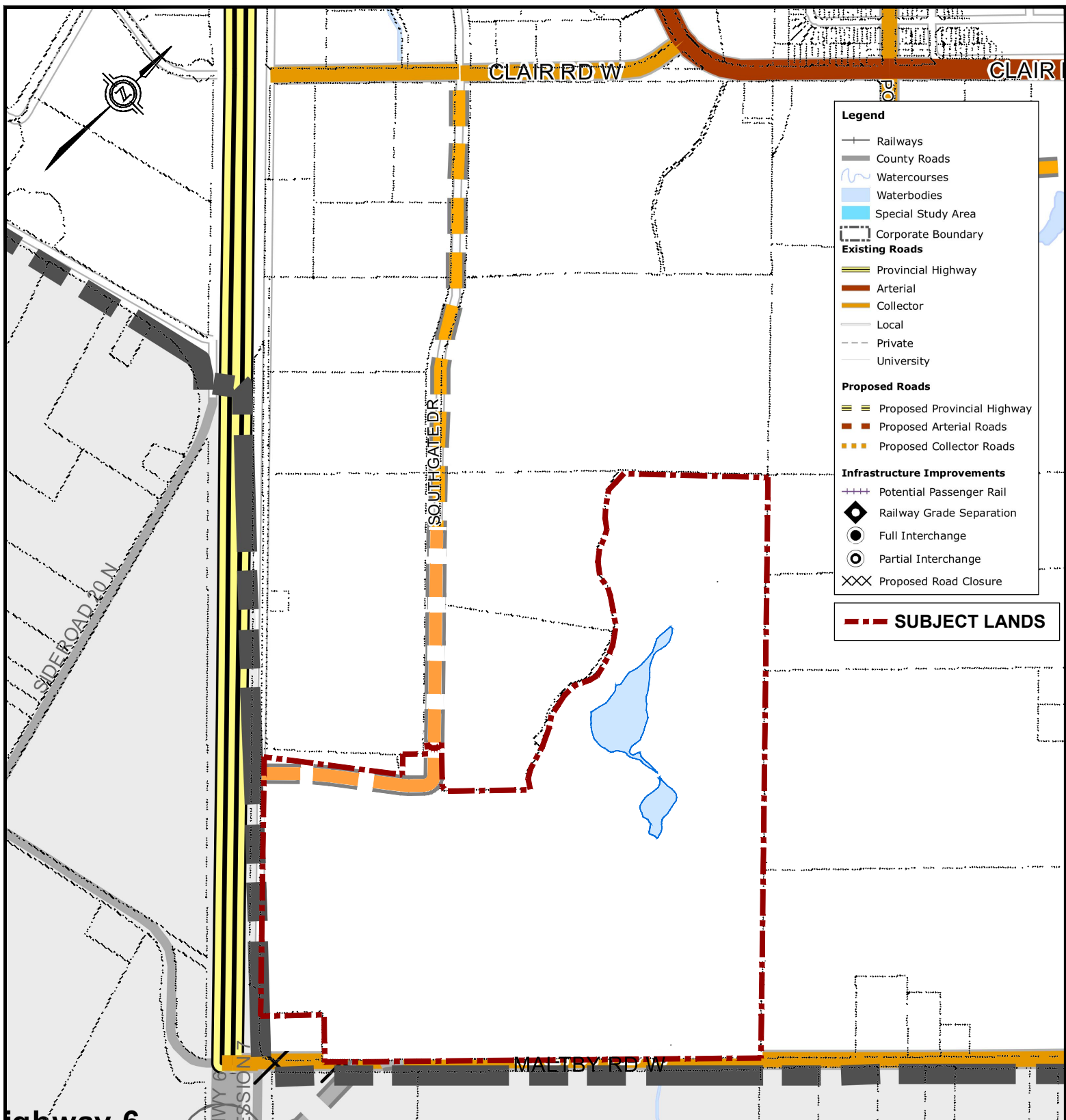
**REQUESTED MODIFICATIONS TO OPA 80**



## City of Guelph Official Plan

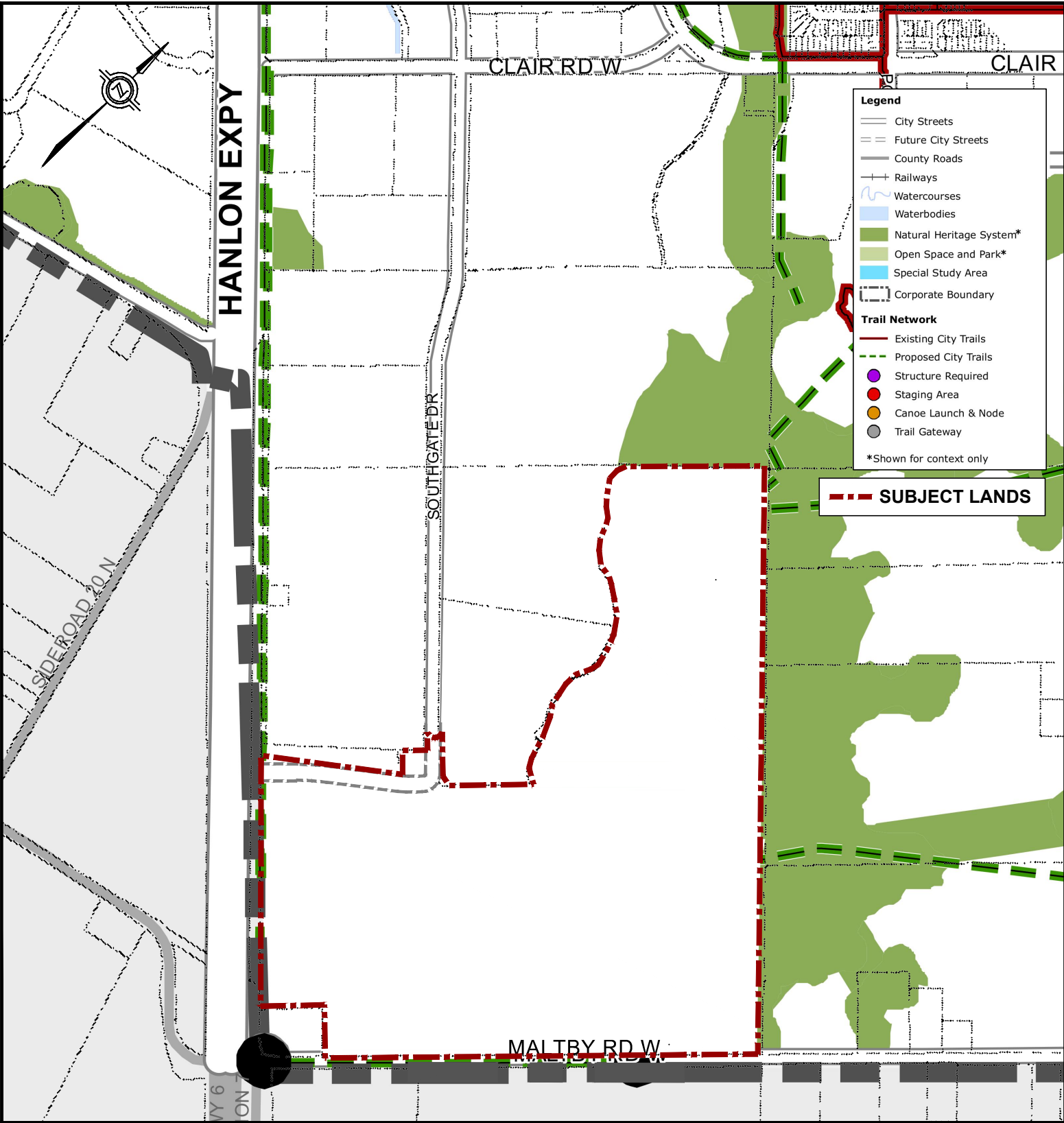
Schedule 4e: Natural Heritage System - Significant Wildlife Habitat & Habitat for Significant Species

**REQUESTED MODIFICATIONS TO OPA 80**



**City of Guelph Official Plan**  
 Schedule 5: Road and Rail Network

**REQUESTED MODIFICATIONS TO OPA 80**



**City of Guelph Official Plan**  
 Schedule 6 - Open Space System - Trail Network

**REQUESTED MODIFICATIONS TO OPA 80**

December 19, 2022

Tyler Shantz  
Municipal Services Office - Western Ontario  
659 Exeter Road, Floor 2  
London, ON, N6E 1L3

**RE: Letter of Support for NewCold's Guelph Sustainability Campus**

Dear Mr. Shantz,

For more than a century, the Ontario Chamber of Commerce (OCC) has been the independent, non-partisan, and indispensable partner of Ontario business. The OCC's mission is to support economic growth in the province by defending business priorities at Queen's Park on behalf of its network's diverse 60,000 members and 157 chambers of commerce and boards of trade.

I am writing to express our support for NewCold's proposal to establish a Sustainability Campus in Guelph, Ontario. NewCold, a member of the OCC, is one of the largest global food logistics companies specializing in temperature-controlled storage and distribution. With a focus on sustainability and enhancing food security, the 200-acre establishment would be a state-of-the-art cold storage, energy-efficient, ambient storage, and manufacturing facility.

As we move forward from COVID-19 and its economic challenges, all available avenues must be pursued to support the long-term resilience of our economy. The NewCold Sustainability Campus will play an integral role in advancing the province's agri-food sector and sustaining the food supply chain and food security.

Please do not hesitate to contact us about this exciting investment for Ontario's sustained economic growth.

Sincerely,



Rocco Rossi  
*President and CEO*  
*Ontario Chamber of Commerce*



March 5, 2021

**RE: NewCold Guelph Sustainability Campus 384 Crawley Road, Guelph, ON  
Development**

To Whom It May Concern:

We are writing to express our support for the proposed NewCold Guelph Sustainability Campus located in Guelph, Ontario. Toronto Global is a non-profit investment attraction organization that works with the governments of Ontario and Canada, as well as municipal partners, to provide complementary and customized services to expanding international enterprises. While we have historically represented the Cities of Toronto, Mississauga and Brampton, as well as the Regions of Durham, Halton and York we continue to expand our focus on the Greater Toronto Hamilton Region ('GTHR'). Toronto Global's mandate is to support the expansion of international businesses into the Toronto Region. Since 2017, we have helped over 130 companies set up in the Toronto Region, creating thousands of jobs and generating over a billion dollars in economic activity.

We have been working very closely with NewCold's leadership team for last four years to facilitate their expansion into the Toronto Region. Although the new location is just outside the Toronto Global served region we keep working and supporting NewCold as this investment will have a great impact for the Toronto Region and the Supply Chain issues of the future.

NewCold Guelph Sustainability Campus is a significant regional investment that will address critical supply chain challenges and demonstrate leadership in innovation and sustainability to Canada's food sector industry. Guelph will be NewCold's Canadian headquarters with state-of-the-art warehouse buildings, bringing leading-edge robotics and software systems for leading food companies in the Greater Toronto Area and nationwide.

Toronto Global is proud to play a part in bringing the NewCold Guelph Sustainability Campus to the Toronto-Waterloo Innovation Corridor – helping to establish Canada's first



state-of-the-art cold storage, ambient storage, and manufacturing facility. This corridor is the second largest technology cluster in North America, and the NewCold Guelph Sustainability Campus will be a great addition bringing innovation and a sustainable, innovative, and energy efficiency focus. The project will contribute to the economic development of Guelph and the GTHR.

Please do not hesitate to contact me for questions or input on this project.

Sincerely,

A handwritten signature in black ink, appearing to read "Mark Cohon".

---

Mark Cohon, O.Ont  
Chairman  
Toronto Global

A handwritten signature in black ink, appearing to read "Stephen Lund".

---

Stephen Lund  
Chief Executive Officer  
Toronto Global

December 19, 2022

**RE: NewCold Guelph Sustainability Campus 384 Crawley Road, Guelph, ON Development**

To Whom It May Concern:

On behalf of the Board of Directors of the Guelph Chamber of Commerce, I am pleased to submit this letter in support of the NewCold Guelph Sustainability Campus proposal.

The Guelph Chamber of Commerce advocates for investments and opportunities that help to advance the City of Guelph and surrounding region in becoming a leading destination to do business in Ontario. As the largest local business support network for the past 195 years, we firmly believe that business is an essential component of a healthy and prosperous community.

The NewCold Guelph Sustainability Campus will introduce an innovative approach to creating an energy-efficient cold storage facility. Complementing the emerging growth of the Hanlon Creek Business Park while addressing the ongoing need for food storage and security, the Sustainability Campus will contribute to the economic development of Guelph and area by creating over 550 full time jobs and generate over \$45 million in annual wages when complete. A valued member of the Guelph Chamber of Commerce, we believe the NewCold Guelph Sustainability Campus will boost the region's competitive position in the face of rising global food supply chain challenges.

Known as a leader in sustainability, the City of Guelph is the logical choice for NewCold to select for their Sustainability Campus. The campus will include a vast network of greenspaces promoting the protection and enhancement of Guelph's natural environment and create a local hub for sustainable innovation. With over 30 industry associations located here, Guelph has an incredibly robust concentration of Agri-Innovation research and technology expertise. Using state-of-the-art technology, NewCold will provide a reliable cold storage solution to improve business competitiveness and growth within Ontario.

The Guelph Chamber of Commerce looks forward to the development of this project in the near future. It promises to be an outstanding asset that will benefit the City of Guelph and our Province. If you have any questions or require further information, please feel free to contact us.

Sincerely,



Shakiba Shayani  
President & CEO