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FUTURE OF THE KEMPTVILLE COLLEGE CAMPUS

Report of the Honourable Lyle Vanclief
to the
Honourable Jeff Leal,
Ontario Minister of Agriculture, Food
and Rural Affairs



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Confidential

Executive Summary

In 1917, the Ontario government established Kemptville College as a means of educating young farmers in new production methods and animal husbandry and young women in domestic science. As well, it acted as an extension agent and demonstration and experimental farm to encourage existing farmers to adopt improved production practices in eastern Ontario. The College also served as a community center for eastern Ontario for gatherings of various types of agricultural and community events. Staff were required to carry out heavy extension duties with farmers besides teaching regular and short courses. It continued on this path until the mid-1940s when the College expanded its mandate to include research programs in each discipline specifically designed for eastern Ontario agriculture.

A key focus of the College's mandate was livestock husbandry and intensified livestock production research designed for eastern Ontario conditions. The extensive livestock husbandry and breeding programs were consolidated during the late 1960s and refocused on the expanding eastern Ontario dairy and crops sectors. The College's influence succeeded in improving agricultural production practices and economic growth with both young and established farmers rapidly incorporating agronomic and livestock husbandry practices used at the College and stimulating the early adoption of mechanization and technology which significantly increased both the productivity and profitability of agriculture in eastern Ontario.

The consolidation of the College to focus on dairy and equine husbandry and the transfer of most crops research to a separate property near Winchester diminished the importance of the Campus as a demonstration farm and research center. The impact of the Campus on eastern Ontario agriculture also lessened due to the rapid expansion of agribusinesses supporting farmers, new technologies, electronic communications and social media as a means of disseminating information and research. Until very recently, the Campus served as the hub and centre for small and large industry and community organizations and government groups, encouraging discussion of common issues and facilitating the exchange of information.

The Kemptville Campus is large and diverse. It contains a land base of 847 acres of which approximately one-third is arable. The Campus has some 52 buildings including a few small sheds ranging in age from 15 to 95 years old. In addition to several buildings containing classrooms, labs, meeting halls and administration offices, the Campus facilities include a heavy equipment area, equine facilities, welding facilities, a free-stall dairy barn with a robotic milker, stables, a livestock arena, a maple sugar bush and syrup production facility, sports fields, a cafeteria and a student residence. Three buildings are occupied by Ontario government ministries and one building houses a private daycare tenant.

The Kemptville Campus was operated as an agricultural college by the Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA) until 1997 when the operation of the Campus and delivery of academic and skills training programs were transferred to the University of Guelph (U of G). The Kemptville Campus land base and facilities are owned by the Agricultural Research Institute of Ontario (ARIO) and operated and maintained by the U of G on a cost recovery basis under a management agreement which terminates in 2018.

Throughout most of its history, Kemptville College has offered a two-year diploma program in agriculture as well as a diploma in home economics/foods and nutrition. Courses have changed and evolved to meet the changing needs and demands of the sector and prospective employers. In 1993, the College began offering skills training certificate programs to meet skilled labour needs and to help sustain the viability of the

College. The 11 apprenticeship and certificate programs offered in 2014 by the U of G are largely funded directly by The Ontario Ministry of Colleges and Universities (MTCU). At other educational institutions in Ontario, skills training programs are provided by community colleges rather than universities.

The number of full-time diploma students at the College has varied over the years depending on economic factors and prospective employment. During the College's first 50 years, the highest year of enrollment in the two-year diploma programs was in 1968 when there were 148 first- and second-year agricultural students and 103 home economics students. The number of diploma students peaked in 1996 at 320, partially due to the popularity of the equine management program. Of the 320 students, 167 were first- and second-year agricultural and horticultural diploma students. Since the U of G took over the Kemptville College in 1997, the number of first-year agricultural students has remained relatively stagnant ranging from 37 to 57 students. There appears to be limited potential to significantly increase demand by students for the existing Associate Diploma in Agriculture program at Kemptville Campus.

On March 12, 2014, the U of G announced that it would be suspending the delivery of academic and research programs at the Kemptville Campus in Spring 2014 except for currently registered students. The U of G cited low enrollment, inefficient program delivery, an aging physical footprint and low research output as the primary factors for its decision. The U of G has since committed to continuing to offer some skills training courses in 2015/16 with support of one-time additional funding from MTCU. The diploma programs were not included in the extension.

On July 9, 2014, I was appointed as Facilitator to explore, identify and develop options for a sustainable path forward for the Kemptville Campus. During the last four months, I have met in person with 64 organizations, groups, staff, students, educational providers and individuals. As well, I attended two public meetings to outline the process, listen to concerns and receive input on the future of the Campus. I have consistently indicated that the College's renewal must be based on a sound business plan and must be fully sustainable to ensure a long-term solution. I have also had phone calls, emails and letters from 21 individuals. All groups and individuals were informed that, until October 30, I would receive proposals for a sustainable path forward for the Kemptville Campus.

MTCU has recently asked colleges and universities in Ontario to focus their academic programs on areas within their expertise rather than diversifying to new areas. A major decision, such as offering academic diploma programs at another campus by an existing educational provider, requires at least a few years of upfront planning, analysis and development before such a decision can be made by the institution and approval is received from MTCU for funding. As a result, I did not receive a commitment from any of the eight university and college educational institutions in Canada and the U.S. that I contacted to provide or manage academic diploma programs on the Kemptville Campus. Private or out-of-province institutions could also not commit at this time to providing academic programs because funding approval from MTCU for their academic programs could take considerable time. From my research and discussions, the only agricultural academic program that has potential to be offered at the Kemptville Campus in the foreseeable future is an international agricultural school for foreign students operated by a private company and funded by the students and government of that country.

In addition to the U of G offering some skills training in 2015/16 funded by MTCU, there are other interests and potential for providing skills training in the immediate future at the

Kemptville Campus. Two community colleges are interested in offering welding courses at the Kemptville Campus. A private skills training provider is also interested in using some facilities and land at the Kemptville Campus for certain skills training. A public institution is interested in using Kemptville Campus as a "habilitation" school for young adults suffering from autism and/or fetal alcohol syndrome. There is also an opportunity for the dairy industry to provide leadership in identifying a deliverer for dairy-herdsman training at the Campus to address the identified shortage of trained dairy-herd workers in eastern Ontario.

The assets of the Kemptville Campus are considerable and diverse. The beautiful, well-kept Campus grounds are considered by the community to be an attraction for the area. Many of the 52 buildings and sheds are "use specific" to an educational and research institution. Some of the sheds and buildings are not currently being used and the majority that are in use are not being used to their full potential. Some of the older farm buildings and sheds are in disrepair.

Several proposals have been received for use of parts of the Campus - a health and wellness centre, habilitation of young adults, a hospice, a private agricultural school for foreign students, a private provider of skills training, skills training by community colleges, site for a new school, and facilities for agricultural and community events. Some of these proposed uses are mutually exclusive of others. No specific proposals were received for future use of the arable land or forested area, or for the dairy, equine or maple syrup production facilities. Any short-term decisions to lease or turn over property or buildings to any one group permanently or for an extended number of years could limit the potential for renewal of the Campus for future education and community development purposes.

If ARIO wishes to maintain the ownership and management of the entire Campus, then serious consideration should be given to reducing the number of buildings and sheds to decrease overhead and maintenance costs. This may mean possible demolition of some structures and upgrading of others to make them suitable for new tenants.

There is considerable arable land, a sugar bush, a modern dairy barn and equine facilities, all of which could be leased out in the interim until longer-term decisions are made on the future of the Campus. As well, there are several small parcels of land with natural severances that could be sold for farming or other purposes in order to consolidate the main Campus holdings. Revenue realized from the sale of property could be used to retrofit and modernize existing buildings.

ARIO may wish to give serious consideration to divesting of the Kemptville Campus unless it has the support to become a landlord of facilities outside of its mandate of encouraging research. If it continues as a landlord, it could manage and maintain the entire Campus and seek a combo of tenants to lease the assets of the Campus or sell off parcels of the Campus and reinvest the revenues to update existing facilities for new tenants. There is the potential that, given a sufficient number of years, a non-profit organization acting as a landlord, manager and potential owner with collaborative partners and some government start-up financial assistance could redevelop and renew the Campus as a diverse community and educational center for eastern Ontario.

Kemptville College was built over many years; its renewal will not occur overnight.

Background

The Beginnings

Kemptville College was established in 1917 by the Ontario government and for the first 10 years was funded by the federal government. Initially, four-day short courses were offered with the first two-year diploma courses in agriculture introduced in 1920. The College had three stated purposes:

- provide practical agricultural training for farm boys and domestic science for farm girls so that they become better farmers and better homemakers;
- conduct an experimental farm and handle its stock in such a way that it would provide the greatest amount of benefits to the community;
- serve as a community center for eastern Ontario as a place where gatherings of various types could be held.

The College was initially established not only as a means of educating young farmers in new production methods and animal husbandry, but also as an extension agent and demonstration farm to encourage existing farmers to adopt improved production practices in eastern Ontario. Staff were required to carry out heavy extension duties with farmers besides teaching regular and short courses. It continued on this path until the mid-1940s when the College expanded its mandate to include research programs in each discipline specifically designed for eastern Ontario agriculture.

A key focus of the College's mandate was livestock and its Animal Husbandry Division including intensified livestock-production research designed for eastern Ontario conditions. The extensive livestock husbandry and breeding programs were consolidated during the late 1960s with sheep, swine, horses, beef and poultry eliminated and a refocus on the expanding eastern Ontario dairy and crops sectors.

Impact on Eastern Ontario Agriculture

When the College was established, governments were concerned about the serious depletion of the fertility of soils in eastern Ontario, a rapidly growing weed problem and inferior livestock genetics and husbandry practices. The federal and provincial governments determined that, based on the European model, technical agricultural colleges providing specialized, practical training in agriculture were the answer.

There is substantial evidence that the College's influence succeeded in improving agricultural production practices and economic growth during its first 25 years with young farmers rapidly incorporating farming practices used at the College such as crop rotation, screened seeds, planting legumes, tilling land and purchasing superior livestock from the College. Following World War II, the influence of the College in being an early adopter of Artificial Insemination, milk recording, electric milking machines, bulk milk tanks and new haying equipment as well as its research on corn hybrids, silage, herbicides, crop fertilization and other practices greatly increased both the productivity and profitability of agriculture in eastern Ontario.

With the consolidation of the College to focusing on dairy and equine and most crops research occurring on a separate property near Winchester owned by the Agricultural Research Institute of Ontario (ARIO), the importance of the Campus as a demonstration farm and research center has diminished since the early '90s. As well, the rapid expansion of agribusinesses supporting farmers, new technologies, electronic

communications and social media as a means of disseminating information and research have lessened the impact of the College on eastern Ontario agriculture.

Agricultural and Community Center

The Kemptville Campus was originally established as a meeting place for agricultural and rural groups as well as for the Town of Kemptville. Throughout its history, with classrooms and meeting rooms that can accommodate from 10 to 500 people, it has served as the hub and centre for small and large industry and community organizations and government groups for meetings, conferences, training courses, livestock shows, field days, international agricultural tours and reunions. Community groups in the Town of Kemptville and surrounding municipalities have also used Campus facilities for a multitude of purposes including its sports fields.

Its central location within eastern Ontario has been ideal in encouraging agricultural and rural groups to come together to discuss common issues and facilitate the exchange of information. The recent termination by the U of G of renting out Campus facilities to any non-University group is forcing groups to search for less than ideal facilities and locations while buildings on Campus remain empty.

The Campus

The Kemptville Campus contains a land base of 847 acres of which approximately one-third is arable and the remainder is Class IV to VII land. The land base includes about 80 acres with Campus buildings and maintained grounds, 630 acres of crop and forested land on the west side of County Road 44 on the south side of the Town of Kemptville and 140 acres with dairy and equine livestock buildings, an agricultural arena and some crop land. The Campus has some 52 buildings (a few are small sheds) ranging in age from 15 to 95 years old. In addition to several buildings containing classrooms, labs, meeting halls and administration offices, the Campus facilities include a heavy equipment area, equine facilities, welding facilities, a free-stall dairy barn with a robotic milker, stables, a livestock arena, a maple sugar bush and syrup production facility, sports and soccer fields (used by the community), a cafeteria and the student residence. Three buildings are occupied by Ontario government ministries and one building is occupied by a private daycare as a tenant of ARIO.

The Kemptville Campus was operated as an agricultural college by the Ontario Ministry of Agriculture and Food (OMAFRA) until 1997 when the operation of the Campus and delivery of academic and skills training programs were transferred to the U of G. The Kemptville Campus land base and facilities are owned by ARIO, and operated and maintained by the U of G. The U of G also operates and maintains the tenant-occupied buildings on a full cost recovery basis. ARIO's current management agreement with the U of G terminates in 2018.

Academic and Skills Training Programs

Throughout its history, Kemptville College has continued to offer a two-year diploma program in agriculture as well as a diploma in home economics/foods and nutrition which was eliminated in 2012. However, courses have changed and evolved to meet the changing needs and demands of the sector and prospective employers. For example, in 1936, a three-month cheese and butter-making course was added and, in 1954, a third-year course in agricultural mechanics was introduced for graduates of the two-year agricultural diploma program. As well, in 1970, a ten-week dairy herd workers' course

was introduced. English and economics courses were added to the curriculum in the 1940s and, in 1973, a farm business analysis project was incorporated into the diploma program. In 1994, an equine technology diploma was introduced which grew to become as popular as the agriculture diploma program.

In 1968, the semester system was introduced which included a summer semester, offering added flexibility for students. In 1973, independent study through correspondence in agriculture in cooperation with other technical agricultural colleges was added with credit towards a diploma. Short courses in several disciplines and one- and two-day specialized conferences open to the public have always been extremely popular at the College.

In 1993, the College began offering skills training certificate programs to meet skilled labour shortages in areas such as diesel equipment mechanics, welding, arboriculture, golf and turf equipment and other trades to help sustain the viability of the College and make greater use of Campus facilities.

Since then, certificate programs have continued to change to meet marketplace training needs and a farm/heavy equipment mechanic apprenticeship program was added. The 11 apprenticeship and certificate programs offered in 2014 by the U of G are largely funded directly by MTCU. They have been designed by the U of G to be delivered and operated on a cost-recovery basis. At other educational institutions in Ontario, skills training programs are provided by community colleges rather than universities.

Enrollment

The number of full-time diploma students at the College has varied over the years depending on factors such as World War II, the economy, courses offered and prospective employment. During the College's first 50 years, the highest year of enrollment in the two-year diploma programs was in 1968 when there were 148 first- and second-year agricultural students and 103 home economics students. These numbers are comparable to 2010 and 2011 before some programs were terminated or transferred to the U of G. The number of diploma students increased substantially in the late 1970s and 1980s and peaked in 1996 with 320 diploma students, partially due to the popularity of the equine management program. Of the 320 diploma students, 167 were first- and second-year agriculture and horticulture students.

Since the U of G took over the Kemptville College in 1997, the number of first-year agricultural diploma students has been relatively stagnant, ranging from a low of 37 students in 2006 to a high of 57 students in both 1998 and 2007. The number of first-year horticultural students has varied from 7 to 32 students. Since 2011, Kemptville College has not received funding from the U of G to actively market its diploma programs. In 2013, there were 47 students enrolled in the first year of the agricultural diploma program.

There are a number of factors which may limit the potential for a significant increase in demand by students for the existing Associate Diploma in Agriculture program at Kemptville Campus:

- consolidation of farms creating a significant decrease in the number of farm families, i.e. the student market has shrunk;
- a rapidly evolving agricultural sector which includes courses with more emerging and advanced technologies than may be currently offered in the Kemptville program;
- increased desire by students to seek education in other provinces or countries, i.e. distance may no longer be a factor;

- availability of on-line agricultural courses from educational institutions across North America;
- pursuit of non-agriculture specific education prior to starting a career in agriculture;
- preference to pursue a degree in agriculture over a diploma; and
- distance of the Campus from other colleges/universities and urban areas.

Research

The research component of the Kemptville College grew during the '50s and '60s to include crops, dairy, beef, sheep, swine, poultry, apiculture and horticulture production and practices, engineering, food preparation and preservation, cheese making and, in the 1970s, maple syrup was added. Most of the research was applied research applicable to eastern Ontario agriculture. The acquisition in the 1970s of 147 acres of land in the Winchester area for crop research allowed the College to significantly expand its focus on crop production and agronomy research.

Research on the Campus in the '80s and '90s focused on dairy and crop production. Until the mid-1990s, research results at the College were primarily communicated and promoted as a service to area farmers by OMAFRA staff. With the consolidation of OMAFRA extension staff and offices in eastern Ontario to the Kemptville Campus, this role diminished somewhat due to fewer resources. In 1997, when the U of G took over the management of Kemptville College, the U of G followed the more traditional role of a university as a research and educational body rather than the College also working as it had previously as an extension agent with the agricultural sector and area farmers.

The current activity on the Campus is primarily focused on dairy cattle studies overseen by one researcher who manages multiple projects encompassing feeding behaviour, housing and welfare, mastitis studies and organic production in collaboration with Alfred Campus. Other projects funded over the past five years focus on biomass/bioenergy crops or emerging crop evaluations, field crop performance testing and agronomy. In 2010/11, a free-stall dairy barn was renovated and equipped with a robotic milker, partially funded by industry and private sector groups. The dairy cattle are owned by the U of G and the quota is loaned by the Dairy Farmers of Ontario to the Kemptville College as long as it is used for the purposes of education and/or research.

The U of G announced at the completion of the dairy barn renovations that it would not invest further in the dairy research facilities at Kemptville, but rather target the renovated dairy barn to education. It has since announced that all dairy research including the dairy researcher in Kemptville will be transferred to the new Dairy Research and Innovation Centre in Elora. There is no equine research at the Campus due to lack of sponsorship funding and suitable research facilities.

Through the Agro-Forestry Centre, Campus staff conducted research on new maple products and developed best marketing practices for maple syrup production. The Centre was redeveloped in 2006 with funding from the Grenville Community Futures Development Corporation and, until last year, under the guidance of staff, was managed by students to develop and participate in all aspects of maple syrup operations.

The Current Situation

On March 12, 2014, the U of G announced that it would be suspending the delivery of academic and research programs at the Kemptville Campus in Spring 2014. Currently registered students would be permitted to complete their programs, allowing for full closure on May 1, 2015. The U of G cited low enrollment, inefficient program delivery, an aging physical footprint and low research output as the primary factors for its decision. The U of G stated that consolidation of the academic and research programs delivered at its Kemptville and Alfred campuses would improve efficiency, ensure quality and best serve the agri-food sector. Research projects at Alfred and Kemptville would be completed or relocated to Guelph or Ridgeway by the end of 2015. The U of G also stated that the changes would "minimize duplication and preserve programs that are unique and central to our mission".

On April 22, 2014, the Ontario government announced a one-year extension allowing a new intake of students in some skilled trades programs. It included up to \$2 million for the U of G to make it happen. However, agriculture, food science, horticulture and equine diploma programs were not included in the extension. The government also indicated that they would be appointing a facilitator to lead discussions on the academic and skills training programs required to meet the needs of rural communities in eastern Ontario, to develop options for the future uses of the Kemptville Campus and to provide recommendations on potential sustainable delivery models to address the identified uses and needs

On July 11, 2014, I was appointed as the Facilitator to explore, identify and develop options for a sustainable path forward for the Kemptville Campus with a mandate to carry out the project in an independent manner and provide non-binding guidance, advice and recommendations to the Ontario government, informed by input provided by stakeholders and by undertaking independent analysis.

Facilitation Process

On July 16, I met with the Kemptville Campus Renewal Task Force and indicated that I wanted to work with them through the process and requested that they direct all contacts and interested parties to me. That evening, I also attended a public meeting of about 200 people hosted by the Task Force to listen to suggestions and concerns from the public. I indicated to those in attendance that the College's renewal must be based on a sound business plan and must be fully sustainable to ensure a long-term solution. I also indicated that, over the course of the next few months, I would be consulting with all groups and individuals who had an interest in the future of the Campus and potential education providers as well as receiving emails, letters, reports, submissions and proposals from interested parties.

During the four-month period from mid-July to November, I met in person with 64 different organizations, groups, educational providers, College staff and students and individuals to outline the process, listen to their concerns and receive their input on the future of the Campus. As well, I attended two public meetings - the first on July 16 hosted by the Kemptville Campus Renewal Task Force and the second on October 21 which I hosted to receive input and respond to questions and concerns. In addition, I had phone conversations, emails and letters from 21 individuals and organizations. Of the over 60 meetings I had with organizations and individuals, 17 represented post-secondary educational institutions or groups interested in providing educational and training programs and regional Boards of Education.

All groups and individuals were informed during meetings, conversations and media reports that, until October 30, I would receive proposals for a sustainable path forward for the Kemptville Campus. I also sent out over 20 letters to various groups who had specific suggestions or visions for the Campus, inviting them to submit proposals.

Stakeholder Input - What I Heard

In the initial stages of my consultations, there was a very high level of emotion concerning the announcement by the U of G to withdraw from Kemptville with no warning provided. Most of the concerns were focused on the agricultural diploma program. Many individuals referred to their years spent at Kemptville, the numbers of students and the fact that many generations, family members and neighbours had attended the College. Even for those who had not been a student at Kemptville College, the Campus had been the "go to" site for information meetings, conferences and agricultural knowledge upgrading for several decades. The level of emotion weakened as I met with groups and individuals and outlined the low number of diploma students over recent years as well as the challenge of finding an educational "provider" for the future.

Most conversations centered on a "vision" or "wish list" for Kemptville College with very little understanding of the fiscal realities of running a complex campus with small student numbers. As well, most groups were not aware that a university providing skills training courses is unique in Ontario and that these types of courses are provided elsewhere by community colleges and private institutions. Because the media had quoted numbers of students at the Kemptville College which included students enrolled in certificate courses, most were unaware that many certificate courses are very short term in duration and, therefore, do not equate to full-time students.

During the course of my consultations, I received input from several groups and individuals suggesting multiple uses for the Campus. Many of the suggestions pertained to continuing to offer existing diploma programs in agriculture, horticulture, food quality and equine management, as well as agricultural programs targeted to international groups, specialized training in dairy production and local food production and both agriculture-related and non-agriculture skills training. Other groups suggested that some of the facilities on Campus could be diverted to uses such as a seniors' home, health rehabilitation, hospice facilities, child daycare facilities, an industrial park, community development, a local school and adult education. However, of the 16 written proposals I received, most were "visions" with no education provider or management structure identified rather than being an actual plan for developing the long-term sustainable operations and management of the Kemptville Campus.

Most of the input was focused on the Kemptville College continuing in some role as an educational provider of both academic and skills training, continuing with a role in the community and remaining as an important center for agricultural events by utilizing the Campus facilities and buildings for various purposes. Although the loss of jobs on Campus was raised by some, particularly College staff and Kemptville and area residents, it appears that most assumed that jobs with the U of G would be replaced by new management of the Campus in whatever form that would take.

Most groups thought that there was still a great deal of research occurring on the Kemptville Campus site and were unaware that the level of research had decreased significantly in recent years. The Campus' current research capacity was raised by some dairy industry

groups although it did not appear to be a major issue as most groups indicated that, to their knowledge, recent research has not been of high value to their operations and the applicability of dairy research results are not regionally based. However, dairy industry groups strongly indicated a continuing need in eastern Ontario for the dairy-herdsman apprenticeship training program which has been offered by Kemptville College since the early 1970s as well as a dairy elective or major in a diploma agricultural program.

My Findings: Five Considerations

The results of my research, analysis and consultations are based on five key areas of consideration when developing options for a sustainable path forward:

- Research capacity
- Education - academic and skills training
- Role of the Campus in the local community and eastern Ontario agricultural community
- Jobs on Campus
- Challenge of the size and capacity of the acreage and buildings on Campus

Research

- The amount of research on field crops has been decreasing on the Kemptville Campus. It appears that either research has not been "directed" there by OMAFRA, ARIO or the U of G or the researchers were not submitting research proposals which attracted support and funding.
- Dairy research has been fairly active, given that there is only one dairy researcher, although results have not been highly visible or shared with the dairy sector. The U of G is moving the researcher and all dairy research to a new dairy research facility in Elora.
- The Winchester research site will continue to be active for crop research and demonstration purposes as part of larger U of G research projects. However, the on-site facilities are very minimal so either additional facilities may need to be built at the Winchester site or facilities at the Kemptville Campus could be utilized.
- The dairy facility is a more complicated situation for future research to be undertaken by another entity - the U of G owns the cows and robotic milker, the Dairy Farmers of Ontario has loaned the use of the quota to the Kemptville Campus as long as it is being used for educational and/or research purposes, and the dairy buildings and facilities are part of the Kemptville Campus and, therefore, owned by ARIO.
- There is considerable field and harvest equipment to support both the dairy and equine operations. Some of the equipment is loaned or supplied at no or little cost to the U of G through agreements with farm machinery companies.
- The maple syrup production facility has state-of-the-art production facilities with 900 taps in production, but little opportunity to expand. It was used as the

prototype for certification of an oil-fired operation by the Technical Safety Standards Authority. Some research, particularly related to marketing and the development of new products, has occurred at the maple syrup production facility. Until last year, the facility was run and managed as a student enterprise with Campus staff providing guidance and expertise.

Education

Kemptville College currently offers both academic and skills training:

- *Academic:* Student enrollment has decreased from the 1980s and 1990s although enrollment in programs that were not transferred to other U of G campuses or were terminated have remained relatively stable over the last five years. Reports indicate that actively marketing academic programs has not been funded by the U of G in recent years.
- *Skills Training:* There are more students enrolled in skills training than in the academic programs. Because the courses vary in length from a few days to two years, the numbers can be misleading if only the certificates issued are considered.
- The U of G is in a unique situation as it is the only university in Ontario which provides skills training courses. Elsewhere, skills training is provided by community colleges or private institutions.
- MTCU has likely supported the delivery of skills training programs at the Kemptville Campus for two reasons:
 - good facilities and highly respected staff are available at the Kemptville Campus for skills training courses; for example, the welding course facility is one of the best available in Ontario
 - the U of G needed additional students to supplement the minimal numbers of academic students.
- Staff indicated that student numbers could have been larger if the U of G had provided funding for concerted efforts to actively market its diploma and other programs over the last several years.

Role of the Campus in the Community

Kemptville Campus with its many and various types of facilities, located centrally in a rural-urban area and with easy access has been a "go-to" place ever since it was first established. The Campus has remained the central meeting spot for agricultural and rural events until recent months when the U of G decided to no longer rent out any facilities to outside groups. Throughout the years, the site has been the location of hundreds of meetings, conferences, short courses, tours and shows for full, part-time and hobby farmers and their employees as well as gardeners and horticulturalists, providing the opportunity to learn, exchange information and network. The Campus has also been used by school boards, community groups, public and private businesses and

government officials as a place to rent meeting rooms with accessible communications equipment.

- In 2014, staff responsible for leasing spaces and organizing events were directed not to rent any facilities required after November 1, 2014 despite the fact that staff are available to carry out this function and potential rental revenue would be lost.
- In recent months, there have been over 30 requests, many of which are for regular or annual agricultural events, that have been turned away, and in most cases, "turned off" by the new U of G policy.
- Rental of Campus facilities has been annually generating a net profit after all expenses including salaries. As a result, students who assisted with room set-up, clean-up, bartending, etc. have also lost a source of part-time income to help finance their education
- Another questionable and specific "turn away" was the refusal last spring by the U of G to allow the use of the equine arena for the annual Eastern Ontario/Western Quebec regional Holstein championship show, a show which has been held in October on the Campus for many years. Word spread quickly across eastern Ontario and Quebec, reducing the credibility of the U of G and its purported support for the dairy industry. Lesser facilities for the event were secured at a fairgrounds which reduced the size and prominence of the show although that Fair Board was pleased to host a much smaller show and receive rental income.

Jobs and Economic Spin-off

It is difficult to determine the number of direct and indirect jobs in the community that result from activities at the Kemptville Campus. Until recently, there were over 70 jobs at the Campus - some full-time, some part-time and others casual or seasonal positions. There is a definite economic spin-off as a result of services used off Campus and purchases made by students and staff.

Although not quantifiable, the economic loss of this activity will be significant for the Town of Kemptville and surrounding municipality until the void of activity on Campus can be filled. The significant traffic and activity on the Campus by those renting facilities for short courses, seminars, meetings and conferences have also generated substantial economic returns for local businesses and the community. For example, the annual week-long Farmers Days conference (similar to the Southwest Ag Conference in Ridgetown,) which has been held in January for many decades, attracts several hundred farmers and agribusinesses from across the region. The U of G has cancelled hosting the conference in January 2015 which will no doubt impact negatively on the local economy.

Challenges of the Size and Capacity of the Campus

- The Campus consists of 847 acres with well-kept grounds and buildings. About 40 of the 52 buildings are significant in size and use. The annual operating, maintenance and management costs to ARIO is several million dollars.

- The buildings on Campus are in relatively good condition considering they are of some age. A building condition assessment by the U of G in 2010 indicated that 13 main buildings would require \$17 million in projected expenditures over the next 10 years to update them to required standards. Much of this work has been completed since 2010.
- Some buildings and sheds, such as the former swine and beef barns and silo, have served a purpose in the past, but are no longer in use and have since grown up in weeds. They would require major repairs and updates in order to be useful today.
- Many buildings are "use specific" for educational purposes and have not been used at a very high level of activity for some time.
- There are 340 acres of forested land with much of it low lying and swampy. A portion of the forested area is used for maple syrup production with 900 taps currently in production. Except for the maple trees, the forested land does not have significant economic value or potential for leasing out although it does provide environmental benefits to the area.
- The equine facilities are significant and very "use specific".
- The dairy facilities are modern. The robotic milker is 4 to 5 years of age but, although it still works well, robotic milking technology has evolved quickly and would be considered outdated by a producer currently installing robots. There are a number of buildings and sheds that would be excess to a farmer operating an efficient dairy farm.
- Soil quality of cultivated land varies considerably although most is considered good quality. It appears that some areas may require additional tile drainage.
- Fields are scattered over the 847 acre property which may not be attractive to a single farm lessee.
- There are several sports fields which are periodically used by students, the community and local school boards.

Key Summary Findings

In developing a sustainable, long-term plan for the future of the Kemptville College Campus, I was tasked with three objectives to explore:

1. Potential for continuing academic and skills training programs

- A major decision such as offering academic diploma programs at another campus by an existing educational provider requires at least a few years of upfront planning, analysis and development before such a decision can be made by the institution and a commitment is received from MTCU for funding.

- Meetings, discussions and correspondence with eight university and college educational institutions in Canada and the U.S. did not generate a commitment at this time in providing or managing academic diploma programs on the Kemptville Campus. Possible providers indicated that the current small numbers of students are insufficient to secure their interest in developing a financially feasibility proposal for academic programs on the Campus.
- Funding from MTCU for academic programs for a private or out-of-province institution could take at least five to seven years for approval.. As well, students registered for academic programs provided by an out-of-province educational or private institution would not immediately be eligible for OSAP assistance.
- A proposal was received from a non-profit organization to manage events and programming to meet the agricultural skills development needs of eastern Ontario.
- The U of G has committed to continuing to offer some specific skills training courses in 2015/16 that have been supported with one-time additional funding from MTCU announced by the Ontario government last April.
- Two community colleges expressed interest in providing certain skills training programs/courses that are currently being offered on the Kemptville Campus although they did not commit as to whether these courses would be offered on the Kemptville Campus or at their own facilities.
- The welding facilities are some of the best available in Ontario for training purposes.
- A private skills training provider is interested in using some facilities and land at the Kemptville Campus for certain skills training
- A private company is very interested in using portions of the Kemptville Campus as an agricultural school for foreign students.
- An institution is interested in using some of the Campus facilities as a "habilitation" school for young adults suffering from autism and/or fetal alcohol syndrome.

2. Future uses of the Kemptville Campus assets

- Much of the land is forested land, and some of the arable land is of lower quality and may require additional tile drainage. Some of the sheds and older farm buildings are unused and in disrepair and would require major retrofitting for farming or other purposes or may need to be demolished. Farm land on Campus is located in various areas and could readily be leased out to one or more tenants for cropping purposes or field trials.
- The beautiful, well-kept grounds are considered by the community to be an asset and attraction for the area. Many of the 52 buildings and sheds are "use specific"

to an educational and research institution and are also well kept. Some of the sheds and buildings are not currently being used and the majority that are being used are not being used to their full potential. Some of the older farm buildings and sheds are in disrepair and would require major retrofitting for farming or other purposes or could be considered for demolition.

- No specific proposals were received for the future use of the dairy facilities once the U of G consolidates its dairy research operations in Elora.
- As well, no proposals were received from the equine industry or others for future use of the extensive equine facilities
- Although maple syrup facilities are state-of-the-art, recent studies indicate that the minimum break-even basis for a viable maple syrup operation is 1,800 taps, double the number on the Kemptville Campus. However, there is the potential to lease out the maple syrup operation to someone who is starting out in the business or to an existing producer who wishes to expand.
- Much of the field equipment is provided to the U of G through an agreement with farm machinery companies and, therefore, may not be available in the future to the Kemptville Campus for farming purposes.
- The U of G recently terminated short-term renting out of any facilities on Campus to outside groups. In the past, renting Campus facilities has generated a net profit and has the potential to continue to do so in the future.
- One small building is being leased out to a private child daycare business.
- Service Ontario, OMAFRA and the Ministry of Natural Resources use three buildings on Campus as administration offices and as a regional veterinary lab which includes a dead animal incinerator.
- There are several sports fields on the Campus which could be used by the community and local schools.
- Interest was expressed by the local hospital in using some of the buildings and property as a health and wellness center.
- A public institution also expressed interest in using some facilities as a habilitation center for youth.
- A school board has expressed interest in acquiring some property on which to build a new school.
- Due to the division of the property by roads and rail lines that create natural severances, there may be the possibility of offering some parcels of land for sale depending on future use of the Campus.

3. Sustainable management and delivery models to address identified uses and needs

- The U of G has an agreement with ARIO, which expires in 2018, to manage and operate the Kemptville Campus. ARIO pays the U of G its full operating and maintenance costs on a cost recovery basis plus an administration fee to cover U of G overhead costs.
- The mandate of ARIO is to support agricultural research and does not include property management, particularly when the property is not likely to be used for research purposes.
- Two proposals were received from health care providers to repurpose and redevelop a portion of the Campus, including some key buildings and vacant land, to serve health care needs in eastern Ontario. These proposals could require consideration of divesting of some of the property for such uses.
- A proposal from the Municipality of North Grenville was received for managing and operating a multi-tenant renewed Campus as a driving force in the region's economy through a wholly-owned municipal corporation. Following due diligence, the intent of the proposal would be to acquire ownership of some or all of the Campus assets.
- In total, only the above three proposals expressed interest in managing and operating some or all of the Campus. All other proposals indicated a possible interest in utilizing facilities and property in a landlord/tenant relationship.

Conclusions

Colleges and universities in Ontario have recently been asked by the MTCU to focus their academic programs on areas within their expertise, rather than diversifying and offering "all programs to all people". As a result, the eight Ontario colleges and universities with whom I have met are unable to commit at this time to providing academic programs on the Kemptville Campus. As well, funding may not be available for some time from MTCU to out-of-province colleges and universities for academic diploma programs which they might be interested in offering on the Kemptville Campus. It would take considerable research, development and marketing for an out-of-province institution to deliver specialized diploma programs requiring a much higher tuition fee. From my research and discussions, the only agricultural diploma program that has potential to be offered at the Kemptville Campus in the foreseeable future is an international agricultural school for foreign students operated by a private company and funded by the students and government of that country.

Kemptville College has had considerable success in providing skills training certificate courses in several trades and should be able to continue to do so in the future using several providers. It is recognized as having some of the best facilities for training in welding and other related trades. There is interest from two community colleges in offering welding courses at the Kemptville Campus. There is also interest from a private sector company in using the Campus as a center for certain skills training and upgrading. A non-profit organization offered its services to develop and manage the Colleges'

agricultural learning events and programming including in-class, online and other educational opportunities. A strong need was also identified by the dairy industry to continue to provide dairy-herdsman training in eastern Ontario to help address the shortage of trained dairy workers. This presents an opportunity for the dairy industry to provide leadership in identifying a deliverer for the training.

Several proposals have been received for use of parts of the Campus - a health and wellness centre, habilitation of young adults, a private school for foreign students, a private provider of skills training, skills training by community colleges, a new school to be constructed by a local school board, a hospice, and facilities for agricultural and community events. Some of these proposed uses are mutually exclusive of others. Any short-term decisions to rent or turn over some property or buildings to one group permanently or for an extended number of years could limit the potential and flexibility for renewal of the Campus for future education and community development purposes. However, before any changes or disposal of assets and resources occur, a master plan should be developed that considers the longer-term implications for the Campus.

The assets of the Kemptville Campus are considerable and diverse. If ARIO wishes to maintain the ownership and management of the entire Campus, then serious consideration should be given to reducing the number of buildings and sheds to decrease overhead and maintenance costs. This may mean possible demolition of some structures and upgrading of others to make them suitable for new tenants.

There is considerable arable land, a sugar bush, a modern dairy barn and equine facilities, all of which could be rented out in the interim until longer-term decisions are made on the future of the Campus. As well, there are several parcels of land with natural severances that could be sold for farming or other purposes in order to consolidate the main Campus holdings. Revenue realized from the sale of property could be invested in retrofitting and modernizing existing buildings.

The mandate of ARIO is to encourage and support agricultural research. Since it appears that there will likely be no research carried out on the Kemptville Campus in the future and ARIO is not in the business of providing formal education, nor has another academic education provider come forward, then ARIO may wish to give serious consideration to divesting of the Kemptville Campus unless it has the support to become a landlord of facilities outside of its current mandate. There is the potential that, given a sufficient number of years, a third party acting as a landlord, manager and facilitating body with collaborative partners could redevelop and renew the Campus as a diverse educational and community hub for eastern Ontario. In considering the future of the Kemptville College Campus, ARIO will also need to address the future of the scholarship and bursary funds currently offered to Kemptville College students, the Eastern Ontario Agricultural Wall of Fame and the considerable historical memorabilia on the Campus.

In my view, there is a combination of interested parties that could lease most or all of the facilities on the Campus which would ensure benefits to many regional, community and agricultural needs and an active presence of the Campus in the area. A local, independent, government-based, non-profit organization would likely be best positioned to work with multiple partners to ensure its success. The biggest challenge will be the ability to secure a provider or providers for specific or general agricultural academic education that would lead to a diploma-granting status.

Kemptville College was built over many years; its renewal will not occur overnight.

Options for Consideration

Based on all of the above, I offer the following options for consideration:

1. ARIO would own, maintain and manage the entire Campus as the landlord and seek a tenant or combination of tenants to lease the assets of the Campus. Those portions of the Campus that could be easily separated from the main part of the Campus could be sold with the revenue reinvested into retrofitting and modernizing the remaining facilities in order to attract more tenants and more fully utilize the remainder of the facilities.

Or

2. Over a period of three to five years, ARIO would transfer to a wholly-owned subsidiary corporation of the Municipality of North Grenville the management, maintenance, operation and/or ownership of the entire Campus or those parts of the Campus that have not been sold. This may require initial financial support for the new owner to assist with operating, maintenance and start-up costs and to make major necessary capital investments for the purpose of establishing a diverse educational and multi-purpose community hub for eastern Ontario. The level of government support would diminish as the transfer occurs.

Recommendation

If there is no longer support for ARIO to continue as the landlord of the Kemptville College Campus, and since no provider of academic agricultural programs has been identified and agricultural research will likely not continue on the Campus, I recommend that:

The Government of Ontario enter into negotiations with the Municipality of North Grenville to transfer the ongoing management and operation of the Kemptville College Campus to the Municipality with the eventual divestiture of the lands and buildings known as the Kemptville Campus from the Government of Ontario to the Municipality of North Grenville in order to renew and redevelop the Campus into an educational and multi-purpose community hub that meets the needs of eastern Ontario; and that financial support be provided by the Government of Ontario to assist with the management and transfer.

Future of the Kemptville College Campus

ANNEXES

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ANNEX "A"

FACILITATOR'S MEETINGS

No.	Name/Organization
1	Gord Brown, MP Leeds Grenville
2	Steve Clark, MPP
3	Brian Carre & Ann Weir North Grenville Municipality
4	Mayor and Council – 2 Meetings Brian Carre, CAO & Ann Weir North Grenville Municipality
5	Kemptville College Renewal Task Force – 2 Meetings Marty Derks, Vice Chair Robert Jelly, Vice Chair Mac Johnston, Don Good, Charles Bennett, Ann Weir, Heather Lawless, Sally Harvey, Brian Carre (Observer of TF)
6	Kemptville Campus Foundation Board Chair Mac Johnston
7	Diana Deakin-Thomas YMCA of Brockville & Area 345 Park Street, Brockville
8	John Dalrymple Interested Citizen and Agrologist
9	Perry Como Construction Certification Centre (Transportation Safety)
10	The Honourable Jeff Leal Minister of OMAFRA
11	Public Meetings July 16 – 180 Attendees October 21 – 150 Attendees Kemptville Campus
12	Equine Contacts: Sarah Mayo @ KC Program Coordinator
13	Gary Hoekstra Noble Crops Science and Innovation

14	Jason French, General Manager Ontario Holsteins
15	Geri Kamenz Local Farmer
16	DFO Board Members: Nick Thurler Henry Oosterhof
17	Ontario Sheep Marketing Agency Colleen Acres Sally Jorgensen
18	Ann Louise Carson Holstein Canada Past CEO E. Breeders
19	John Newman Director of Food, Beef Farmers of Ontario
20	Katie Nolan OMAFRA
21	Gord Surgeoner Ontario Agri-Food Technology
22	Sally Harvey Landscape Ontario
23	Crosby Devitt John Cowan Grain Growers of Ontario OSCIA Barry Senft, CEO
24	Jim Fisher, Teacher KC Diana Fisher - Volunteer KCRTF
25	Ruth Vogel, OFA Dundas Frontenac Leeds & Grenville Brian Hamilton, OFA Arnprior, Renfrew, Lanark & Ottawa Roch Lalonde OFA Glengarry Prescott Russell, Stormont
26	Tom Vandusen GM Ottawa Farm Show Ottawa Valley Seed Growers Association Jim Arbuckle Bruce Hudson Cecil Cass David Blair Barb Keith

27	Kemptville District Hospital Colin Goodfellow, Health Facilitator Jenny Read
28	Paul Henderson Local Farmer, ARIO Board Member and KC Alumnus
29	Burnbrae Farms Craig Hunter Jim Elsasser Helen Ann Hudson
30	Cheryl Jensen, Pres. & CEO Algonquin College Claude Brule Duane McNair
31	St. Lawrence College Glenn Vollebregt, Pres. & CEO Lorraine Carter Sr. VP Academic
32	John Nunziata, Exec.VP Darryl Simsovic CEO Trillium College
33	Ted Burnside, Professor Emeritus - retired Roger Hacker
34	Tony Tilly President Fleming College Cobourg
35	Ercel Baker Inc. Ercel Baker, President Shawn Connors, Vice President
36	Leo Groarke President Trent University Andy Mitchell, Teacher @ Trent University & past Ag. Minister
37	Sheldon Huang, Ex. Dir. Canadian South Agriculture Development Corp. Group Government of China Joe – representing Sheldon
38	Algoma University Dr. Richard Meyers Dr. Jennifer Foote, Biology Chair

39	Keith Nixon Mohawk College, Retired past Dean - Lives in N. Grenville
40	David Thomas Dir. David Coombs, Supt. Upper Canada District School Board
41	Mr. Gartland Director of Education Catholic District School Board of Eastern Ontario
42	Conseil des ecole Catholiques du Centre Est Luc Poulin
43	Dr. Chris Dutton Vermont Tech College
44	Indian Agricultural Program of Ontario (IAPO) Jamie Hall and Bill Brant
45	Chief: Mr. Kirby Whiteduck Algonquins of Pikwàkanàgan
46	Claude Naud Former Director KC
47	Student Group – KC Students: Sabrina Haerle, Nicole Hamel, Lindsay Marino, Brian Hill, Robert Jelly, Krista Kennelly, Ben Kards, Evelyn Murphy, Molly Tytaneck
48	Industry/Program Advisory Board Representatives Agriculture: Dwight Foster North Gower Grains Sheila James, Farm Safety Food Science & Qual. Mgmt.: HFS – Brad McKay, CEO Equine: Vicky Andrews, Educator Welding: Tom Plumpton George A. Wright & Sons Diesel: Weagant Farm Supplies Oil & Gas: Jeff Guilmette Horticulture: Sally Harvey
49	Ron Burgess Alumni Association President KC

50	Norm Blodgett Alumnus
51	David Morrow Alumnus
52	ONGWANADA Bob Seaby, Executive Director Bruce McCreary, Queens University, Kingston
53	ONGWANADA Bob Seaby, Executive Director (Second Meeting)
54	Guelph University Dr. Robert Gordon Richard Moccia, Ass. VP Research
55	Robert Dupuis, Director Eastern Region, MTCU
56	Donald Kerr Canadian Food Inspection Agency
57	Dave Hendrick, CEO SEVITA International
58	Ken Knox Former DM, OMAFRA and Alumnus
59	Helen Hudson Burnbrae Farms
60	Jim Beatty, Coordinator of Agribusiness OLDS College, Alberta
61	Ralph Troschke, Dean OLDS College, Alberta
62	Ray Bonenberg Mapleside Sugar Bush
63	Prince Edward County Federation of Agriculture
64	Hastings County Federation of Agriculture

ANNEX "B"

LIST OF EDUCATIONAL INSTITUTIONS CONTACTED

No.	Name of Educational Institution
1	Algonquin College
2	St. Lawrence College
3	Trillium College
4	Fleming College
5	Trent University
6	Algoma University
7	OLDS College – Alberta
8	Vermont Tech College – USA
9	University of Guelph

ANNEX "C"

ADDITIONAL COMMUNICATIONS

Calls/Emails/Letters

No.	Name
1	Charles Milne
2	Marty Derks
3	Robert Dupuis
4	Stewart Cressman
5	Trudy & Jason, Alumni
6	Mel Shannon
7	Isabel Kinnear
8	Ted Burnside
9	Joe Jordan
10	Gary Derks
11	Robert Williams
12	Ralph Traschke – OLDS College
13	Prince Edward County Federation of Agriculture
14	Hastings County Federation of Agriculture
15	Lanark County Federation of Agriculture
16	Christian Farmers Federation of Ontario
17	Albert & Carol Belanger
18	Brian O'Connor
19	Hans Vink
20	Heather Sansom
21	Janet Stavinga, Algonquins of Ontario Consultation Office

ANNEX "D"

LIST OF THOSE WHO RECEIVED A REQUEST FOR PROPOSAL LETTER

No.	Name/Organization in Alphabetical Order
1	Algonquin College Cheryl Jensen, Pres. & CEO Claude Brule Duane McNair
2	Canadian South Agriculture Development Corp. Group Government of China Sheldon Huang, Ex. Dir.
3	Ercel Baker Inc. Ercel Baker, President Shawn Connors, Vice President
4	Fleming College Dr. Tony Tilly, President
5	GM Ottawa Farm Show Ottawa Valley Seed Growers Association Tom Vandusen
6	Grain Growers of Ontario OSCIA Barry Senft, CEO Crosby Devitt John Cowan
7	Holstein Canada Ann Louise Carson, Past CEO of EBI
8	Kemptville College Foundation Mac Johnston, Chair
9	Kemptville College Renewal Task Force Marty Derks, Vice Chair Robert Jelly, Vice Chair Mac Johnston, Don Good, Charles Bennett, Ann Weir, Heather Lawless, Sally Harvey, Brian Carre (Observer of TF)
10	Kemptville District Hospital Colin Goodfellow, Health Facilitator Jenny Read

11	Landscape Ontario Sally Harvey
12	Municipality of North Grenville Mayor and Council Brian Carre, CAO
13	Ongwanada Robert W. Seaby, Executive Director Queens University, Kingston Education – Autism Program Bruce McCreary
14	Ontario Federation of Agriculture Dundas Frontenac Leeds & Grenville, Ruth Vogel, OFA Arnprior, Renfrew, Lanark & Ottawa, Brian Hamilton, OFA Glengarry, Prescott, Russell, Stormont Roch Lalonde OFA
15	Holstein Ontario Jason French, General Manager
16	Perry Como Construction Certification Centres of Canada, Inc.
17	St. Lawrence College Glenn Vollebregt, Pres. & CEO Lorraine Carter Sr. VP Academic
18	Trent University Leo Groarke, President
19	Trillium College Darryl Simsovic CEO John Nunziata, Exec.Vice-President

ANNEX "E"

The Honourable Lyle Vanclief
Facilitator
Kemptville College Campus

October XX, 2014

Name
Address
Address
Address

Dear XXXXX:

As the Facilitator engaged by the Province of Ontario to explore, identify and develop sustainable options for the use of the Kemptville College Campus, I met recently with you in this regard.

At that time I suggested that I was seeking proposals from interested parties for the future of the Campus. As I also said I do not want just a "vision", but concrete proposals that I might consider.

As I will be preparing my Report to the Minister in the near future I ask that if you do have a submission for consideration, you provide it to me at lyle@vanclief.net no later than **October 30, 2014**.

Thank you again for your input and interest to date and I look forward to any proposal you have.

Yours truly,

Lyle

The Honourable Lyle Vanclief
Facilitator
Kemptville College Campus

PS: Please note that we are having a Public Meeting at the Kemptville Campus W.B. George Centre, on October 21, 2014 at 7:00 p.m. to invite comments and suggestions.

ANNEX "F"

LIST OF PROPOSALS RECEIVED

No.	Name/Organization in Alphabetical Order
1	Algonquin College Cheryl Jensen, Pres. & CEO Claude Brule Duane McNair
2	Conseil des ecoles catholiques du Centre Est Luc Poulin
3	Ercel Baker Inc. Ercel Baker Shawn Connors, Vice President
4	Fleming College Dr. Tony Tilly, President
5	Holstein Canada Ann Louise Carson, Past CEO E. Breeders
6	Kemptville District Hospital Colin Goodfellow, Health Facilitator Jenny Read
7	Landscape Ontario Sally Harvey
8	McSweeney Report "Proposal to Establish the Kemptville Centre for Rural Advancement" Kemptville College Renewal Task Force
9	North Grenville Municipality Mayor and Council Brian Carre, CAO
10	OLDS College Ralph Troschke, Dean, School of Agribusiness, Land & Fashion

11	Ongwanada, Queens University Robert W. Seaby, Executive Director Education – Autism Program Bruce McCreary
12	Perry Como Construction Certification Centres of Canada, Inc.
13	St. Lawrence College Glenn Vollebregt, Pres. & CEO Lorraine Carter Sr. VP Academic
14	Trent University Leo Groarke, President
15	University of Guelph Robert Gordon
16	Farm Management Canada Heather Watson, Executive Director

ANNEX "G"

