

A FEASIBILITY STUDY
TO
REVITALIZE
THE
**NEW LISKEARD COLLEGE
OF AGRICULTURE TECHNOLOGY**

IN ASSOCIATION WITH
THE
**NORTHERN COLLEGE
OF APPLIED ARTS AND TECHNOLOGY**

**VOLUME ONE:
REPORT**

PREPARED BY



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HONOURABLE EUGENE F. WHELAN, P.C., O.C., CD, LL.D., P.Ag. (Hon.) - PRESIDENT

25 November 1994

Dr Roy Carlyle
Chairman
Review Committee
New Liskeard College of Agriculture Technology

Dear Dr Carlyle:

I am pleased to attach the results of our Feasibility Study commissioned by you on 13 July 1994. The terms of reference asked us to:


review alternative uses and new partnership opportunities to ensure that this vital facility continues to provide economic and educational benefit to Temiskaming. ... Highlighted in this process will be new linkages with existing college, university and other educational agencies.

You will see from the attached report that we have assessed the needs of Northern Ontario, examined many alternate uses to which the facilities of the New Liskeard College of Agriculture Technology could be put, and made specific recommendations for your consideration.

I want to thank you and the members of the Review Committee for their help to us as we made this Feasibility Study. We also appreciate the good work done by Ms Terry Chartrand and Ms Laksmi Kunduri in collecting a wealth of statistical data which was extremely valuable to us as background information

Please feel free to call upon me if we can be of further help to you.

Yours truly,


E. F. Whelan,
President

EXECUTIVE SUMMARY

The teaching facilities of the New Liskeard College of Agriculture Technology were closed in May, 1994, because there was over capacity in the Ontario system of Agricultural Colleges. The remaining students and staff were removed to other Colleges. The New Liskeard facilities now lie vacant. Because it is always difficult to find alternative uses for vacant facilities consultants were called in to assist. The assumption made at that time was that any new use would require government support.

Our study examined the operating costs of the College, its benefits to the community and then devoted most of its energies to identifying and analysing a number of alternative uses to which the facilities could be put. The terms of reference asked us to:

review alternative uses and new partnership opportunities to ensure that this vital facility continue to provide economic and educational benefit to Temiskaming. The feasibility study will focus on a reorganization of the New Liskeard College of Agriculture Technology and its projected benefit to all sectors of the local provincial, (and) federal economies as well as the clients it will serve. Highlighted in this process will be new linkages with existing college, university and other educational agencies as well as partnering opportunities with local resource groups in the agriculture, mining, transportation and forest industry sectors.

The feasibility study has carried out this mandate and has examined eight options to make use of the New Liskeard facilities. The two most practicable are:

- a **school of resort management** which, in its early stages, might require some government support, and
- a **training centre for young native people** which would require support from the government.

The school of resort management responds to the needs of Ontario and Canada to add value to our natural resources. It could also be developed into much more than a school. The facility could be used as a multipurpose specialized resort where outstanding chefs gave short courses, where those requiring special diets or those who were concerned with loss or gain of weight could receive food, exercise and assistance in their mental outlook and where seminars and "think tanks" could be held.

Our second choice, a training centre for young native people, if approached carefully, could be supported financially by organizations of native people. Their support for the concept would be an essential part of the school's organization.

CONTENTS

Executive Summary	ii
Abbreviations	iv
I Preamble	1
II Operating Costs Of The College Of Agriculture Technology	5
III Benefits Of The College To Various Target Groups	6
IV Potential Uses To Which The College Might Be Put	7
V Financial Plans For The Uses	15
VI The Economic Impact On The New Liskeard Area	21
VII Conclusions	24
VIII Recommendations	25

Appendices Volume Two

- A People and Organizations Interviewed
- B Agricultural Productivity of the Soils of Ontario and Quebec
- C Information On Specialty Schools
 - Centre for International Business Studies
 - The Canadian Institute for Petroleum Industry Development
 - The International Oil and Gas Company Management Program
 - The International Livestock Management Schools
- D Canadian Community Colleges Offering Courses in Tourism
- E Report on the Tourism Industry, The Hon J Judd Buchanan and
Speech by the Prime Minister
- F Saskatchewan Indian Federated College
- G Statement from Correctional Services Canada

ABBREVIATIONS

AIDAC	Agricultural International Development Associates of Canada, Inc.
CIDA	Canadian International Development Agency
IAPO	Indian Agricultural Program of Ontario
NCAT	Northern College of Arts and Technology
NLCAT	New Liskeard College of Agricultural Technology
OMAF	Ontario Ministry of Agriculture and Food
TLEDC	Temagami & Latchford Economic Development Corporation
TTEDC	Tri-Town Economic Development Corporation

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A FEASIBILITY STUDY TO REVITALIZE THE
NEW LISKEARD COLLEGE OF AGRICULTURE TECHNOLOGY

I PREAMBLE

.....

REASONS FOR THE STUDY

The New Liskeard College of Agricultural Technology (NLCAT) was organized in 1958 as part of the system of regional technical agricultural colleges in the Province of Ontario. It was closed in 1994 because there was excess capacity in the system. Therefore, to save money, the NLCAT students and staff were transferred elsewhere. The College had been more appreciated by the community than many realized, consequently a surprisingly large number of people showed up at a meeting called to discuss future prospects for the facilities.

The Provincial Government has spent nearly 20 million dollars on the physical facilities of NACLT in the last 10 years. The class rooms, library, laboratories, small gymnasium dormitories and cafeteria are of good quality and might be used for a number of educational or training purposes. The exercise area and stables for equine studies and training, include a covered, heated arena for horses and a number of box stalls, are less flexible and are not currently available. While it is adjacent, the area of agricultural experimental plot land used by the Ontario Ministry of Agriculture and Food (OMAF) is not part of the college facility.

With departure of its staff, the NACLT no longer has an academic reputation and there are no reasons for believing that students from outside the area would find the NACLT to be particularly attractive unless some outstanding use is found for it. New Liskeard is served by both bus and train and, although the nearest commercial airport is in North Bay, 170 km distance, the airport at Earlton, 20 miles away, can handle jet aircraft. The selection of a good use or uses for the NLCAT will not be simple.

In brief, this study is needed to examine the possibilities of finding a viable alternative use for a facility that has been found by the Government of Ontario to be uneconomic in the rather specialized use for which it was built.

METHODS

In making this study on the feasibility of using the now nearly-vacant buildings of the NLCAT for some other purpose, we have:

- determined the present situation with respect to resources by analysing data collected by others, many of which are departments of either governments of local municipalities, the Government of Ontario or the Government of Canada;

- relied upon these data as being the best available and have assumed them to be accurate;
- consulted other related studies, assessed their findings and used their conclusions when considered applicable;
- considered alternative uses for the NLCAT facilities;
- analysed the expected benefits (both financial and to society) of some of the more promising alternatives;
- drawn conclusions from our study, and
- made recommendations for courses of action that the New Liskeard community and various levels of government should consider.

NORTHERN ONTARIO

The part of Ontario, north of the Great Lakes, is not a barren waste land as many visitors view it from the air, the highway or from its networks of land and water trails crisscrossing this vast and beautiful Canadian Shield of ancient well-worn mountains. The resources of Northern Ontario are its people, its forests, its water, its fish, its agriculture and its minerals - and they are tremendous.

The agricultural potential of Northern Ontario has been only partially reached. In 1974 Shields and Nowland (see Appendix B 7) estimated that the potential for increasing the production of Ontario soils was about 116% and of Quebec, 25%. However, this estimate excludes the marginal mineral and clay belts in these two provinces. The following year the same authors (see Appendix B 11) graphically illustrated the great potential for production in the central clay belts of Ontario and Quebec. They estimate there to be 2.6 million hectares of unfarmed class 3 and 4 land in these clay belts (two million hectares of class 1 equivalents). However, they judged that "intense pressure would have to develop before these soils would be pressed into crop production on a large scale." The situation has not changed materially since 1974.

Even so, the contribution of agriculture in the north to Ontario and, indeed, to Canada is considerable. The district of Timiskaming produces surplus product over consumption in the form of feed and seed grain. There are nearly three thousand farms employing directly and indirectly more than six thousand people (full-time equivalents). They farm in the order of 1.4 million ha.

The forestry industry, on our estimate, employs ten times as many people as agriculture. In Northern Ontario there are 80 thousand jobs within the industry and more than 90 thousand linked to forestry spin-off jobs. The Ontario Ministry of Natural Resources is currently negotiating the transfer of responsibility of silviculture to the forest industry.

✶ Thus, there may well be a future need for a centrally located training centre for workers in silviculture which could serve the area from North Bay to Cochrane.

The mining industry is served in Northern Ontario by the Haileybury School of Mines located on the Northern College of Applied Arts and Technology (NCAAT). For this reason our study will make no reference to the industry outside of this paragraph. In 1993 the mining industry in Northern Ontario involved 67 companies and individuals working on 81 projects. The total labour force was between six and seven thousand directly employed in the north.

The tourist industry is important in Ontario and, in relative terms, it is even more important in Northern Ontario where it contributes directly and indirectly to \$1.3 billion of value-added and 30 thousand person years of employment. Because Northern Ontario is heavily dependent on goods and services produced elsewhere in the province, tourism in Northern Ontario generates \$3.3 billion of value added goods in the whole of the province together with 67 thousand jobs. Of the tourist expenditures made in Northern Ontario, 70% go to the North Eastern part of the region, the part of concern to this study. Tourism accounts directly for about 10% of employment in Northern Ontario and expenditures per person on tourism in the region are almost double the levels in the rest of Ontario.

NAFTA and the free trade agreement with the USA are provoking changes in the Canadian economy, with greater competition for some of our natural resources and the movement of jobs within the trade blocks. Canada has traditionally depended on its primary resources for export dollars while importing many finished products. Examples are coal to Japan in return for cars and raw gypsum to Louisiana in return for wallboard. Although we are making some progress, we need to put a far greater emphasis on the value added to our primary products.

Tourism is a key sector that adds value to our natural resources - the beauty of scenery, the fishing and hunting in our forests, and increasingly, tourism for the benefit of enjoying wilderness areas. The sport fishing industry in BC, for example, offers packing services for the catches of visitors which creates jobs in the peripheral economy. Europeans and the Japanese in particular are fascinated by our wilderness, our sense of frontier, and the existence of aboriginal peoples. They have already demonstrated that they will spend freely to enjoy these things that have passed from the European scene. Some even feel guilty for having spoiled their own natural environments to the degree they have. Eco-tourism, then, is potentially a large dollar earner for Canadians.

The location of the centre - near agricultural, forestry and mining activities - makes it ideal for examining a variety of possible value added enterprises to create more long-term economic spin offs for the region.

Many native groups are now becoming involved in eco-tourism though their level of sophistication is - at present - low. They could benefit from training in marketing and the range of hospitality services that Europeans and Japanese demand. For example, First Nations Communications in Ottawa is now aiming publications at the German market in order to attract people to the native-run centres. The American market is more attuned to life in Canada's wilderness areas.

But northern ecologies are fragile. Therefore to maintain an active and profitable tourist industry under these conditions requires that operators give care and attention to the ways in which they manage their facilities. We address these concerns in Section IV, A.



II OPERATING COSTS OF THE NEW LISKEARD COLLEGE OF AGRICULTURE TECHNOLOGY

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Mr David Beatty, School of Agricultural Technology, Kemptville and Mr Jim Graydon, NCAAT, have provided the following data respecting the operation of the NLCAT were it to remain in its present form and with its previous (1993) terms of reference.

YEARLY COSTS (excluding research)

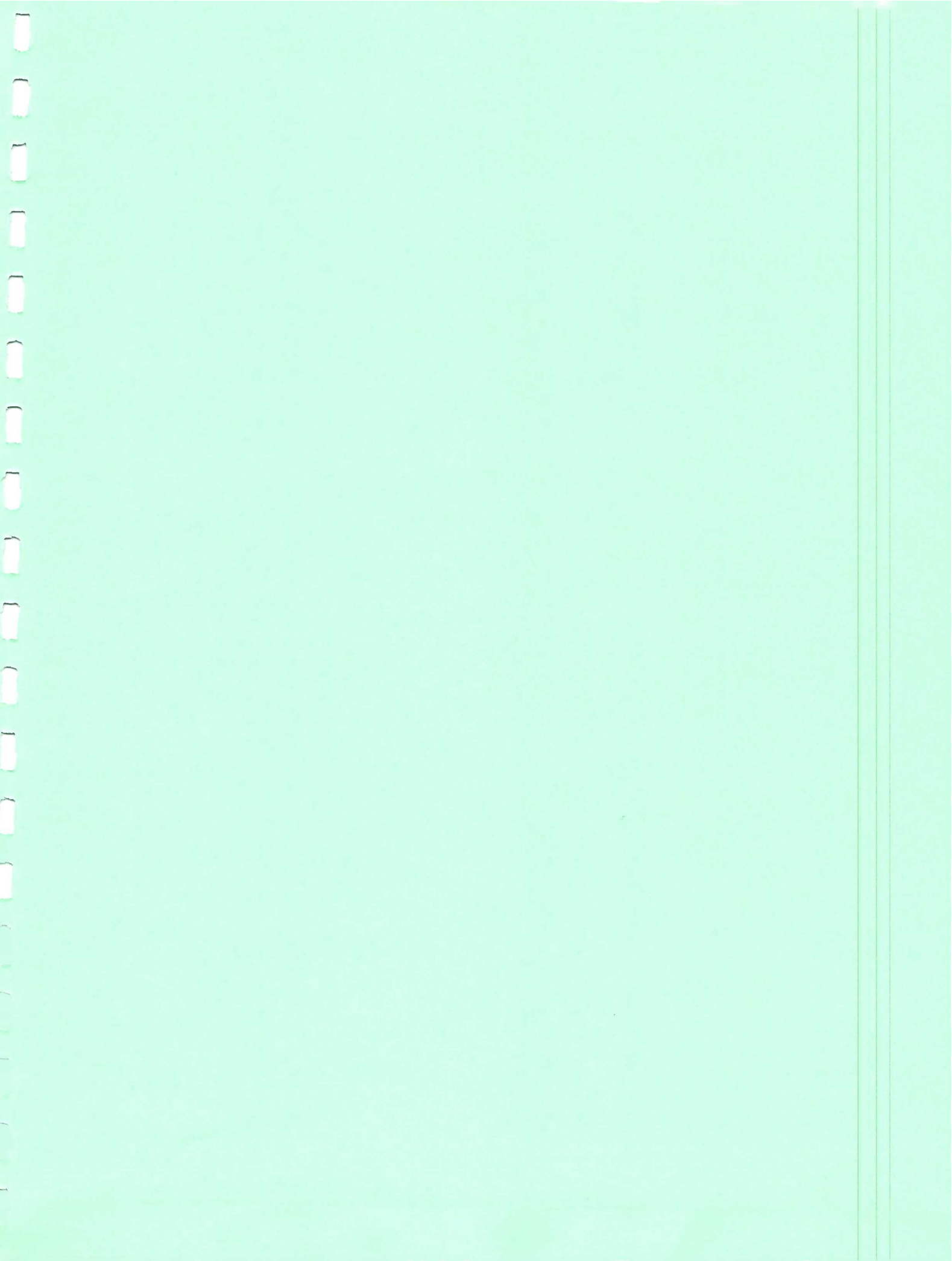
Operation and Maintenance	
Education Centre	\$ 73,835
- Large dormitory	51,000
- Small dormitory	19,600
Total O&M for facilities	\$ 134,250
Educational - Administration	\$ 800,000
- Salaries	500,000
Total Educational	\$1,300,000
Total Operating Costs	\$1,434,250

YEARLY REVENUES

Educational and Research Grant	\$ 1,300,000
Tuition (100 students @ \$500)	50,000
Room & Board (\$20/week for 26 weeks)	52,000
Total Revenues	\$1,402,000

NET SURPLUS (DEFICIT) \$ (32,250)

The financial accounts of the NLCAT show an annual operating deficit of \$32,000. Some might argue that to this should be added to the \$1.3 million half of the Education and Research grant, thus substantially increasing the deficit to a total of \$1.332 million.



III BENEFITS OF THE COLLEGE TO VARIOUS TARGET GROUPS

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A 1993 statement from the Tri-Town Economic Development Corporation (TTEDC) points out that the College provided more than 300 farmers with continuing education in agriculture in 1992. This has now been lost, although the value of the research contribution of NLCAT remains through direct OMAF involvement.

Many of the specialists at a facility such as NLCAT tend to be community leaders which is a distinct advantage to a host district. They become active in community projects such as politics, service clubs, youth movements and religion. In addition, they tend to occupy above average homes thus improving property values and the community tax base. These, too, have been lost from the Tri-Town area.



DETAILS OF USES

HIGH PRIORITY

(A) A SCHOOL OF RESORT MANAGEMENT

Generally the best use for a facility is the one for which it was designed. Our first proposal, which meets this criteria, is many faceted.

The attractions that bring tourists to Northern Ontario are the region's unspoiled, natural beauty. Its clean, clear lakes, streams and rivers provide superlative fishing, its forests promise good hunting and the opportunity to enjoy wild life - both plants and animals. The ecosystems of the Northern forests are not only beautiful but terribly fragile. Their relatively low ambient temperatures mean that they do not recover quickly from environmental damage and, consequently, it is essential that persons who operate tourist facilities and others who are in any way associated with such activities are trained in, and made familiar with, the practical sciences of environmental protection.

There are 19 Ontario Community Colleges which offer courses in various aspects of hotel and restaurant management. Not one offers any subject relating to northern tourism such as outfitting and guiding. (See Appendix D for a list of all Canadian Community Colleges offering courses related to tourism.)

Because of the paucity of courses available to northern resort managers, we propose that the teaching facilities of the NLCAT be used to provide compulsory training for operators of resorts in northern Ontario. This could be best accomplished by providing a two-semester initial course with a two- to three-week yearly "refresher". A small core of professors would provide the basic curriculum with instructors for special subjects drawn from Ontario Universities and Colleges.

The importance of tourism as a source of income and employment in Canada has been emphasized by the Hon Judd Buchanan (see appendix E) in his October 1994 "Report to the Prime Minister on the Tourism Industry". The physical plant of NLCAT is well suited and situated to provide training in the management of resorts, particularly those specializing in wilderness and outdoor themes. Its classrooms are excellent for teaching and its fine new kitchen and dining facilities are tailor-made for training in a wide range of food-service and restaurant management skills. To add to these advantages, Buchanan strongly recommends, and the Prime Minister supports the creation of a Canadian Tourism Commission. He also notes that the Government of Canada has established a \$193.4 million fund for training in the tourism industry. Therefore AIDAC strongly recommends this option as the one chosen to pursue with vigor.

The courses offered at New Liskeard will be for resort operators with emphasis on those in Northern Ontario. They will include such subjects as:

(B) A TRAINING CENTRE FOR YOUNG NATIVE PEOPLE

Since NLCAT was designed and operated as a teaching and research institution our second choice is also one that involves the role of teaching.

One of the problems frequently expressed by employers is that they are not able to recruit well trained technicians for today's needs. Some employers state that they need to recruit from outside Canada to meet their needs and yet Canada has an ample supply of unemployed young people. There are numerous examples in Ontario, and elsewhere in Canada that show the advantages of making technical training in various skills and trades available to young people. Some are:

- Algonquin College, Ottawa
 - Ryerson Polytechnical Institute, Toronto
 - Kelsey Institute, Saskatoon
 - Southern (and Northern) Institutes of Technology, Calgary and Edmonton, and
 - British Columbia Institute of Technology, Vancouver,
- to name but a few.

We do not propose that any of these colleges of technology be duplicated at NLCAT except, perhaps, for some of the facilities. What we do propose, however, largely because of the uniqueness of its location, is that the facilities of NLCAT be used as a training centre for Native People.

Native people operate successful businesses both on and off reserves such as:

- the Indian Agricultural Program of Ontario (IAPO),
- the Kinia Blood Reserve near Carstairs, Alberta,
- the Cree Nakineat Band at Maple Creek, Saskatchewan,
- the Blackfoot Indians at Browning, Montana, and
- the Sweet Grass Reserve near Cut Knife, Saskatchewan.

Brief descriptions of these examples are given in Appendix F.

Although there are Departments of Indian Studies at eight Canadian universities and the Saskatchewan Indian Federated College at the University of Regina with a branch at the University of Saskatchewan at Saskatoon (see Appendix F), there are no technical colleges directed toward the needs of young native people, let alone staffed by native people. On some reserves there are "ad-hoc" programs to train young people to operate enterprises but these programs often are not widely available to interested native youths.

We believe the facilities at NLCAT are well suited for use as an Aboriginal Technical College. Young natives, coming from a reserve setting would face a much lower cultural

shock than they face when attending technical colleges or universities in large urban centres. As far as possible the college should be staffed by native instructors.

The educational entrance requirements could be adapted to meet the needs of native youths who may have only the life skills to survive in a rural area. As well, management skills would be taught that allow the students to start and operate their own businesses. In many areas the stores, hotels and guiding services are owned by non-natives and natives can only aspire to be employees - not principals - of these enterprises.

If the high unemployment rate on reserves and among native peoples is to be reversed it must come about by natives starting their own businesses to create employment for themselves and others.

Indian reserves are well placed to participate in primary production such as lumber, furs, grains, beef and tourism. If further processing was done on reserves there would be more employment and greater financial returns to each reserve. To participate in the industry, native people must be given the opportunity to learn how to operate their own businesses. A native community college in New Liskeard is one solution.

MEDIUM PRIORITY

(C) A TRAINING CENTRE FOR THE TRANSITION OF PEOPLE

The relative isolation from major urban centres of the NLCAT physical plant makes it an ideal environment in which to conduct two important types of activities. These are for people:

i. WHO MOVE FROM ONE CULTURE TO ANOTHER

Several departments of government (CIDA, Foreign Affairs, Canada Agriculture) and private Canadian companies (International Nickel, Bell Canada) frequently need to send staff and their families to other countries. These countries often have markedly different cultures from those found in Canada. The facilities of the NLCAT could permit intensive training of employees and their families with a view to enhancing their effectiveness on arriving in a different working environment and provide themselves and their families with improved abilities to adjust to substantially different physical, cultural and social circumstances.

In a reverse manner, the same facilities could also be used for those from other countries and cultures who come to work or study in Canada on a short-term basis.

ii WHO ARE INVOLVED IN SHORT-TERM INTENSIVE TRAINING

During the past few years there has been an increase in both the private and public sectors in such exercises as "think tanks", intensive policy reviews and other forms of

management exercises. They require that people be brought together to examine, review and develop the instruments and objectives of management and direction of both Government (Federal, Provincial and Municipal) and Canadian business problems. Such groups would find an ideal place at NLCAT. Indeed, the lengthier intensive training of middle-management would be another good example of a way in which the facilities might be used in conjunction with the teaching and research functions of Universities.

(D) AN ENVIRONMENTAL RESEARCH CENTRE

An Environmental Research Centre for the northern hemisphere would address all the concerns of the environment in the temperate zone in cooperation with selected Ontario universities.

Our proposal suggests that the centre could:

- * have a small staff housed at NLCAT,
- * have a permanent full time director and several research scientists with appropriate support staff,
- * be managed by an international Board of Governors,
- * be guided by the needs of clients in its research activities,
- * have close contact with both Federal and Provincial governments, several Canadian universities and international institutions.

The objective of the NORTHERN HEMISPHERE ENVIRONMENTAL RESEARCH CENTRE will be the focal point for information and original research on environmental problems in the north temperate zone using in part, traditional knowledge of the environment from native people. This will be integrated with conventional research.

A major difficulty with this suggestion is finding long-term financing.

(E) A PRIVATE BOARDING SECONDARY SCHOOL

In many ways the facilities at NLCAT are well suited for the establishment of a high-class private boarding school. They would be even more desirable were the stables and riding arena available - which they are not. Such school could be advertised as one wherein its students would be exposed to a variety of activities - particularly those involving the outdoors.

We believe some group with particular interests in having their children attend a private boarding school would need to be attracted to the idea. Your consultants have made no overtures in this regard.



V FINANCIAL ANALYSIS OF OPTIONAL USES FOR THE NEW LISKEARD COLLEGE OF AGRICULTURE TECHNOLOGY

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This section sets out the financial implications of our suggested options. In Section II we summarized and analyzed the costs of operating NLCAT for its previous use which is our benchmark for alternate uses.

The assumptions we have made are that:

1. if one of the first three options is chosen, because each involves education, the reformed NLCAT facilities will be administered by the Northern College of Applied Arts and Technology (NCAAT), and
2. the capital investments in the existing facilities are sunk cost with no principal or interest payments due. Any capital investment made in conjunction with the future alternate development would, therefore, be largely in the form of office equipment and laboratory refurbishing.

Our analysis also reflects a two to three year start-up. A five-year time frame reflects the process of expediting a new direction for the college.

A SCHOOL OF RESORT MANAGEMENT

We are not clear regarding any of the following proposals whether there would be an education grant from the Government of Ontario as there was with NLCAT. For this reason we have excluded the possibility of a grant from our calculations thus erring on the high side in our estimates.

The operation and maintenance estimates, as shown in Table 1, reflect a reduced student population in resort management for 1995 and 1996. Administration and salary costs are considerably less than those of NLCAT because of the proximity to the Hailebury School of Mines. Much of the cost of administration for the two schools should be shared. We have increased the education and boarding fees, updating them from those charged by NLCAT.

Table 1 FINANCIAL ESTIMATES FOR RESORT MANGEMENT

YEAR	1995	1996	1997	1998	1999
ANNUAL COSTS					
Operation & Maintenance					
Education Centre	50000	50000	60000	60000	60000
Dormitories	30300	45500	61000	62000	63000
Education					
Administration	100000	150000	200000	200000	210000
Salaries	100000	250000	300000	320000	340000
TOTAL COSTS	280300	495500	621000	642000	673000
ANNUAL REVENUES					
Education Grant	0	0	0	0	0
Tuition	55000	90000	120000	130000	130000
Room & Board	48000	75000	104000	108000	112000
TOTAL REVENUE	103000	165000	224000	238000	242000
NET	-177300	-330500	-397000	-404000	-431000
CAPITAL COSTS	100000	50000	50000	100000	50000
STUDENTS (#)	50	75	100	100	100
ANNUAL FEES	1100	1200	1200	1300	1300
BOARDING FEES	960	1000	1040	1080	1120

A TECHNICAL COLLEGE FOR YOUNG NATIVE PEOPLE

We estimate that for the first three years the native student population will be less than that for students of resort management. If an aboriginal federation fully supports the concept then, perhaps, our estimate is low. The increase in student population at the Saskatchewan Indian Federated College has been remarkable. None-the-less, we have erred on the conservative side in Table 2. For this reason the deficit is greater than that estimated for the School of Resort Management during its formative years. Other estimates are similar.

Table 2 FINANCIAL ESTIMATES FOR NATIVE PEOPLE

YEAR	1995	1996	1997	1998	1999
ANNUAL COSTS					
Operation & Maintenance					
Education Cntr	50000	50000	60000	60000	60000
Dormitories	15150	30300	46000	62000	63000
Education					
Administration	100000	150000	200000	200000	210000
Salaries	100000	200000	270000	320000	340000
TOTAL COSTS	265150	430300	576000	642000	673000
ANNUAL REVENUES					
Education Grant	0	0	0	0	0
Tuition	27500	60000	90000	130000	130000
Room & Board	24000	50000	78000	108000	112000
TOTAL REVENUE	51500	110000	168000	238000	242000
NET	-213650	-320300	-408000	-404000	-431000
CAPITAL COSTS	100000	50000	50000	50000	50000
STUDENT (#)	25	50	75	100	100
ANNUAL FEES	1100	1200	1200	1300	1300
BOARDING FEES	960	1000	1040	1080	1120

A TRAINING CENTRE FOR THE TRANSITION OF PEOPLE

The age and class of student attracted to this facility will usually be mature and with greater resources than those of the first two options. For this reason the standards of accommodation, the quality of service and the maturity and experience of the teaching staff will need to be higher than that available for resort management or native people. In consequence the costs will be greater but the deficit should be lower because the overhead will be about the same. However, as shown in Table 3 it will probably be a full five years before the student population reaches its maximum.

Table 3 FINANCIAL ESTIMATES FOR TRANSITION OF PEOPLE

YEAR	1995	1996	1997	1998	1999
ANNUAL COSTS					
Operation & Maintenance					
Education Centre	50000	50000	60000	60000	60000
Dormitories	20000	30300	50000	50000	63000
Education					
Administration	100000	150000	200000	200000	210000
Salaries	100000	200000	275000	320000	340000
TOTAL COSTS	270000	430300	585000	630000	673000
ANNUAL REVENUES					
Education Grant	0	0	0	0	0
Tuition	3750	75000	120000	120000	175000
Room & Board	65000	130000	232500	232500	350000
TOTAL REVENUE	102500	205000	352500	352500	525000
NET	-167500	-225300	-232500	-277500	-148000
CAPITAL COSTS	100000	50000	50000	50000	50000
STUDENTS (#)	25	50	75	75	100
ANNUAL FEES	1500	1500	1600	1600	1750
BOARDING FEES	2600	2600	3100	3100	3500

AN ENVIRONMENTAL RESEARCH CENTRE

This option is entirely different from the first three. There is no direct teaching function and no student body. Dormitories may be converted to laboratories. Salaries will be much greater and, until the Research Centre gains a national and international reputation the income from contracted research will be small. In this case we recognize that considerable long term outside financing will be necessary. The amount for which we have budgeted is a bare minimum. The Centre would be much more secure if this could be increased by a factor of five or even ten. Eventually the centre should partially earn its own way as we illustrate in Table 4.

Table 4 FINANCIAL ESTIMATES FOR AN ENVIRONMENTAL RESEARCH CENTRE

YEAR	1995	1996	1997	1998	1999
ANNUAL COSTS					
Operation & Maintenance					
Research Labs (Dorms convert to labs.)	100000	100000	150000	170000	200000
Research					
Administration	500000	700000	800000	900000	1000000
Salaries	500000	800000	1000000	1200000	1500000
TOTAL COSTS	1100000	1600000	1950000	2270000	2700000
ANNUAL REVENUES					
Research Grant	1100000	1100000	1100000	1100000	1100000
Contract Research	0	100000	200000	500000	1000000
TOTAL REVENUE	1100000	1200000	1300000	1600000	2100000
NET	0	-400000	-650000	-670000	-600000
CAPITAL COSTS	0	10000000	0	0	10000000
NUMBER OF STUDENTS	This section not applicable.				
ANNUAL FEES	This section not applicable.				
BOARDING FEES	This section not applicable.				

A PRIVATE BOARDING SCHOOL

We have made no effort to determine the finances for a private boarding school. This option is only feasible if a buyer is found and if OMAF and the Government of Ontario are prepared to sell the NLCAT facilities.



VI THE ECONOMIC IMPACT TO THE NEW LISKEARD AND NORTHERN ONTARIO

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A SCHOOL OF RESORT MANAGEMENT is the best option because:

1. it responds positively to the proposal of the Government of Canada to finance education and training in tourism,
2. it will bring to New Liskeard high calibre teachers with incomes similar to those of NLCAT and therefore the negative financial impact of the closure will be mitigated,
3. it will attract mature students involved in tourism who are financially independent,
4. ultimately it could attract guests seeking seminars and short courses on weight loss, health problems as well as cures through nutrition, and
5. the end result of such school, if aggressively advertised, will be to attract an increased number of offshore tourists, particularly German, Dutch and Japanese. We say this because of the interest these nationalities have in the natural beauty of Canada's wilderness.

In addition to these indirect benefits, the school will graduate students to serve the important tourist industry of northern Ontario. They will have an improved understanding of the ways in which tourists can be attracted to the north. If the industry is successful in arranging for licensing of operators of tourist facilities and if graduation from a school of resort management is made the basic requirement for such license with the condition that the license be annually upgraded, then, with skillful management, the school should be financially self sufficient and return a net benefit to the community and the industry.

After your consultants determined this was a viable option we learned that the NCAAT, South Porcupine, had been making plans to offer a course in guiding, but this has not materialized. Our suggestion is of much broader scope than just guiding.

The basic facilities needed to operate such a school are already in. Student and guest fees should be set such that they, too, cover the operating cost of the school. Thus, the staff and students coming to the community will result in a net financial benefit through their added spending power - a power greater than that were the facilities used for young people or for others who have little or no extra funds.

One of the TTEDC goals (Goal 4) is to make the Tri-Town area a designated tourism destination. Our top priority proposal, therefore, is in full agreement with the already established policy of TTEDC.

The TECHNICAL COLLEGE FOR YOUNG NATIVE PEOPLE option is a second attractive alternative for three reasons:

1. its will also bring a high calibre staff to the Tri-Town area,
2. its relatively small enrollment for a college of this sort will produce a low overhead because it uses existing facilities with limited alternatives. As a result, its annual per student deficit (about \$4060) ranks favourably with comparable institutions eg The Saskatchewan Indian Federated College, Regina, SK, which incurs an annual deficit of \$5454 per student with an enrollment of 1100 students.
3. an Aboriginal Technical College is complementary to, rather than in competition with institutions which foster Aboriginal development. It would fill a much needed demand for training in business management and related scientific/technical pursuits in a familiar environment.

Given the relatively small anticipated deficit, a Technical College for Young Native People has the capacity and flexibility to accommodate other profitable training/seminar activities to more fully utilize its facilities.

If enrollment expands, deficits could decline. However, as long as tuition and board remain at their current levels, deficits will prevail.

A TRAINING CENTRE FOR THE TRANSITION OF PEOPLE is only of medium priority. Even though the present facilities offer the same advantage to this option as the first two options, the problem is that there may not be a continuous flow of participants. Thus the facilities could lie unused for periods of each year. With this option there would need be no large capital investment and the cost of operation would be similar to our first two options.

If the first option is chosen and there are slow periods during each year then short courses in training people in transition or on specific farming practices could be arranged.

The financial returns to the community, adjusted to the number of participants, would be equivalent to a School of Resort Management.

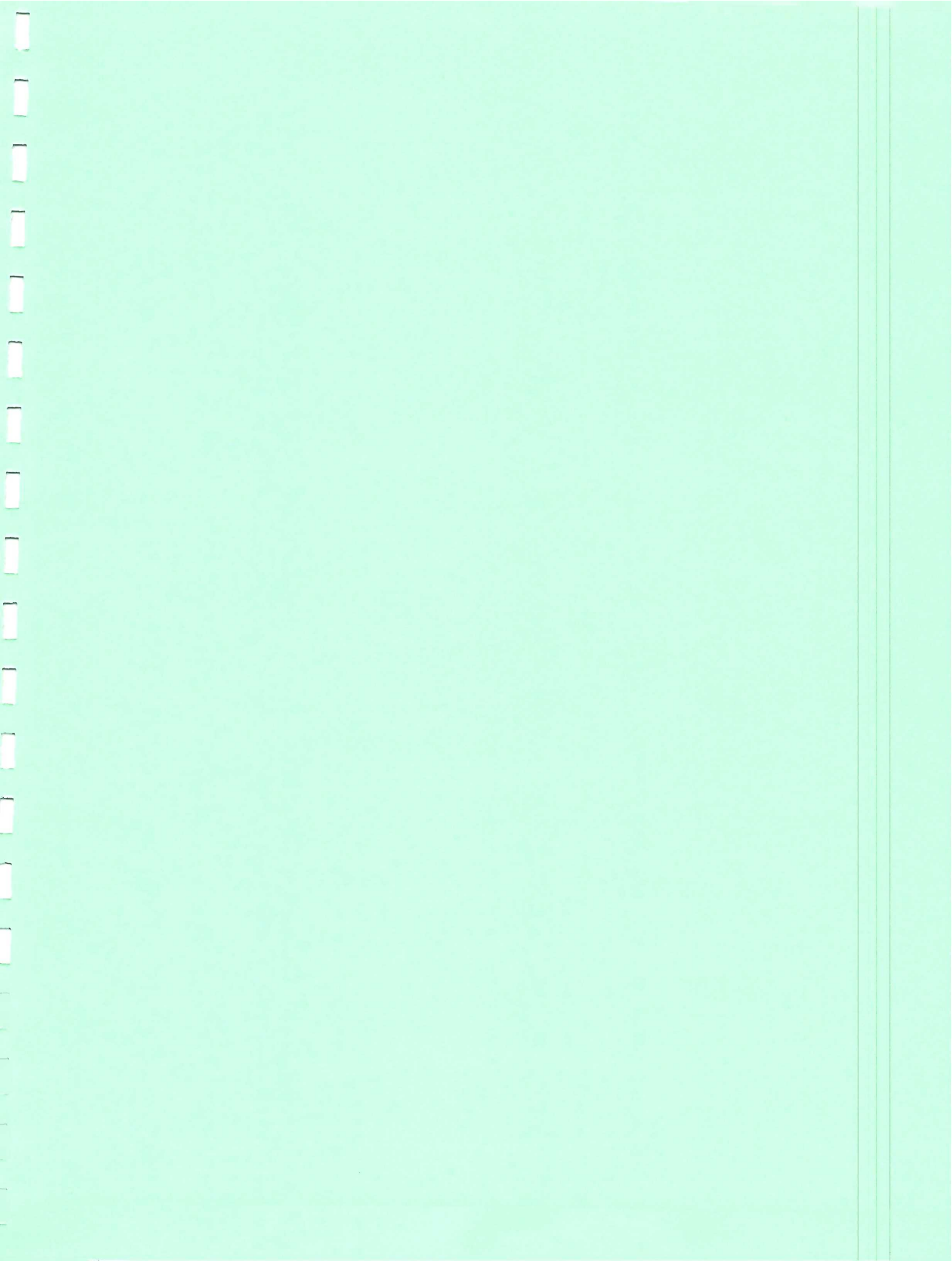
An ENVIRONMENTAL RESEARCH CENTRE is an option that would bring a high calibre staff to the community. The Centre would purchase some, but by no means all its supplies in the community. Once the Research Centre became well-established and recognized throughout the northern hemisphere, it would attract international scientific and technical visitors.

The impact on the community of an Environment Research Centre would, in its first years, equal that lost through the closure of NLCAT. As its function, staff and international recognition grew it would slowly increase its social and financial impact

upon the community. Although expected to be significant, the impact would be long-term before it was realized fully.

A PRIVATE BOARDING SECONDARY SCHOOL is dependent upon finding a group of people with a common interest wishing to form such a school, and agreement from the Government of Ontario to sell the facilities. Although we have asked for the opinion of the Minister about selling, we have yet to receive a response.

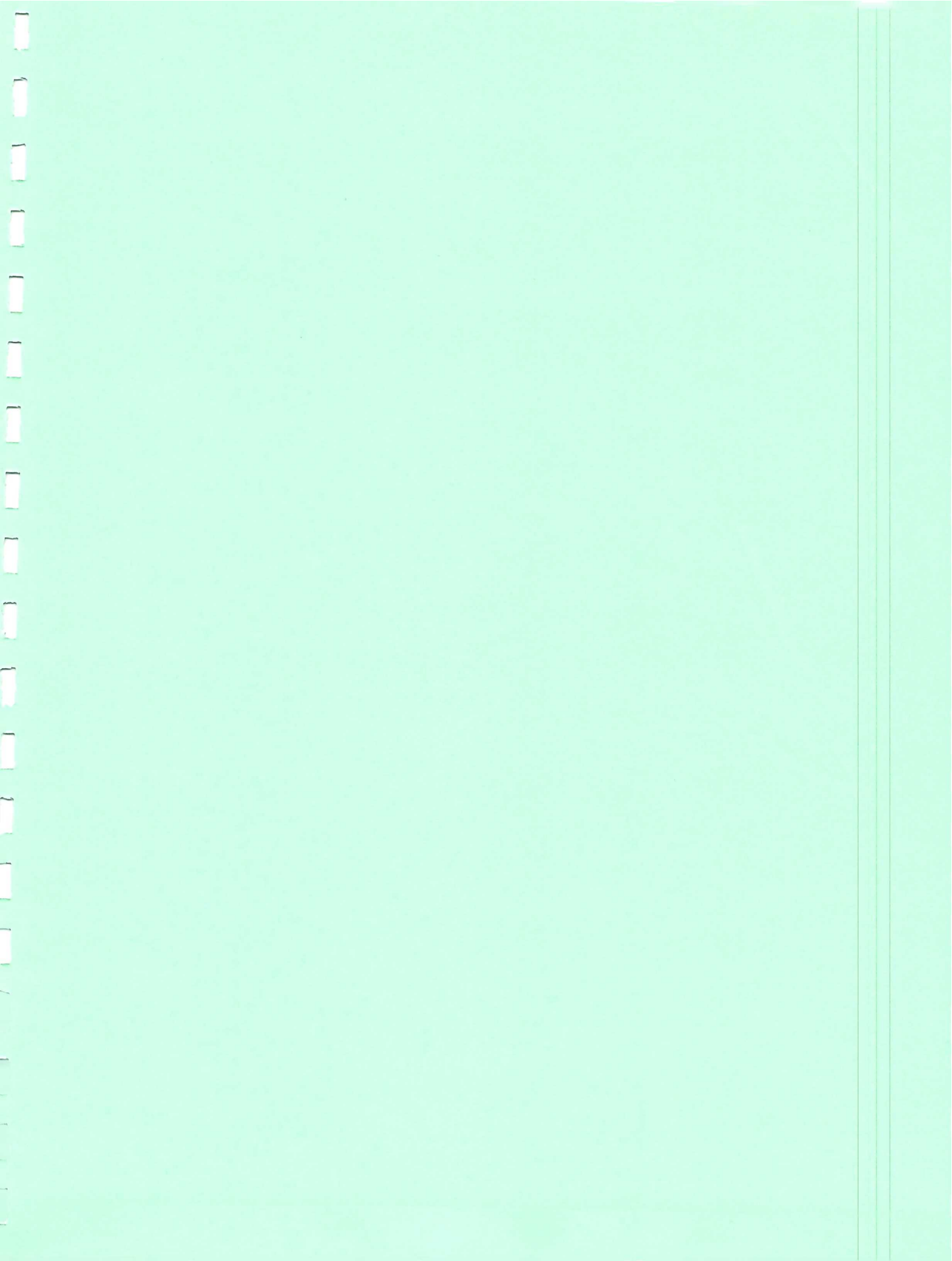
The economic and social impact upon the community, were such a private boarding school established, would probably be about the same as that experienced when NLCAT was functional.



VII CONCLUSIONS

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1. The New Liskeard College of Agriculture Technology was closed because there was over-capacity in agricultural education at the community college level.
2. It is always difficult to devise other uses for facilities that have been designed for a specific function.
3. Any new use for the NLCAT campus will probably need some government support.
4. The original focus of this study, requested in the terms of reference, to re-establish some form of agriculture technical school based upon the support of CIDA, does not appear to be feasible.
5. Of the other alternate uses examined, we found that, because of the configuration of the facilities and apparent market for courses in resort management, food preparation and guiding, such an institution offered the greatest opportunity for a viable enterprise. In its early stages it might require some outside support, but eventually it should be financially independent.
6. In the case of a Technical College for Young Native People, support would have to come from native organizations, from government or from both.
7. Finally, the facility is ideally situated for the proposed programs in terms of location and flexibility of accommodation.



VIII RECOMMENDATIONS

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We recommend that:

1. the Review Committee selects the option to convert the facilities of the New Liskeard School of Agriculture Technology for use as a School of Resort Management; and that
2. if the Northern College of Applied Arts and Technology agrees with the selection, it immediately proceeds to make detailed plans for such a conversion.

During our study we have made many contacts which will be of great use in planning a school of resort management. AIDAC Inc will be pleased to offer its continued services to assure the success of this project.