



2014/2015
BUSINESS PLAN

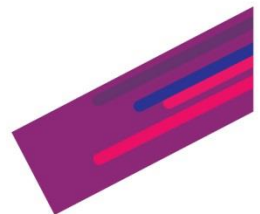


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Executive Summary

In accordance with Section 8 of O. Reg.34/03 under the *Ontario Colleges of Applied Arts and Technology Act, 2002*, Confederation College of Applied Arts and Technology presents its 2014-2015 Business Plan. This plan aligns our budgeted resources with our Multi Year Accountability Agreement (MYAA), Strategic Mandate Agreement (SMA), Board Ends policies and the 2013-2016 Strategic Plan.

Budget resources have been aligned to the Board Ends and the strategic pillars of:

1. Access and Success
2. Aboriginal Learning
3. Serving Northwestern Ontario

The 2014-2015 operating budget has planned operating revenues of \$72.0 million and a capital budget of \$1.2 million for a total of \$73.2 million. The operating budget has a projected surplus of \$176,951.

The 2014-15 Business Plan has been developed in the context of significant social, economic, and population demographic change in northwestern Ontario, as well as fiscal restraint in the provincial and federal governments. Multiyear risk factors that have been identified within the plan include significant changes in: the economy and labour market demand, the political landscape and resultant funding, as well as student and staff demographics. These identified risks will be mitigated by Strategic Enrolment Management initiatives, professional development investment in staff, relationship and partnership initiatives, and the implementation of a corporate Integrated Risk Management program.

SECTION 1

STATEMENT OF STRATEGIC DIRECTIONS TOWARDS OPERATIONAL OUTCOMES

Confederation College's strategic directions and operational outcomes have been identified in our 2013-16 strategic plan.

Summary of Strategic Directions

1. IMPROVE ACCESS TO LEARNING AND SUPPORT THE SUCCESS OF LEARNERS

- 1.1 Implement the Confederation College Student Village, with learner success as a major theme and enhanced support for Aboriginal learners.
- 1.2 Implement the Virtual College including Technology Enabled Learning to expand access to programming and services throughout northwestern Ontario and beyond.
- 1.3 Develop and improve supportive learner resources through Flexible Learning.
- 1.4 Expand support to employees and learners to facilitate learner success.
- 1.5 Implement Study North to recruit learners to Confederation College.
- 1.6 Expand International Education.

2. SUPPORT AND ADVANCE ABORIGINAL LEARNING

- 2.1 Realize the Negahneewin Vision for Learners.
- 2.2 Further align the learner support and programming of Negahneewin throughout Confederation College.
- 2.3 Implement the Centre for Policy in Aboriginal Learning.
- 2.4 Expand partnerships with K-12 education providers to support the success of high school learners and their transition to College, with a particular emphasis on the success and transition of Aboriginal learners.

3. SERVE NORTHWESTERN ONTARIO

- 3.1 Review, renew, and revise program mix in relation to the needs of northwestern Ontario and resources available; expand programming through partnerships with colleges and universities.
- 3.2 Support community development through implementation of an integrated employment services/training network.

- 3.3 Support community-based innovation through implementation of Innovation and Entrepreneurism Hubs and infusion of opportunities for entrepreneurship within programming.
- 3.4 Develop applied research activity within a context of experiential learning with a focus on natural resources, green energy, wellness and Aboriginal learning.

Foundation for the Strategic Directions: People, Infrastructure and Partnerships

People:

Confederation College will continue to invest in our people. The development of teams that support collaboration and communication, professional development and leadership development are key investments.

Infrastructure:

Confederation College will develop facilities and information technology that support access and success, Aboriginal learning and that serve northwestern Ontario. The three strategic directions are dependent on successful infrastructure — both physical and virtual. Investing in infrastructure, in the form of new or improved facilities, enriched learning environments; enhanced partnership space as well as supportive and innovative information technology will support the 2013-16 directions.

Partnerships:

Confederation College will build collaborative partnerships that foster learner success as well as the success of regional communities and the northwestern Ontario economy. Key partnerships for the next three years include: the education sector (including K-12 partnerships and post-secondary relationships), employers, alumni, the health sector, all levels of government as well as Aboriginal communities and organizations.

SECTION 2

OUTSTANDING GOALS AND OBJECTIVES

The following objectives continue from the 2013-14 Business Plan:

- A) Stabilizing enrollment through the Strategic Plan and Strategic Enrolment Management which serve as overarching frameworks to the College's Strategic activities;
- B) Key Performance Indicators (KPI) continue to trend upwards and are consistently above the provincial average. However, the Graduation Rate is the exception and at 58.0% is under the provincial average of 64.8%. Our objective is to meet or exceed the provincial average of all KPIs. Student success is an area we will focus on in order to increase the graduation rate;
- C) The BioEnergy Learning and Research Centre (phase I and II) capital projects will be completed in 2014-2015. Additional external funding has enabled us to enhance the research component of this project (phase II) through projects such as the urban forest biomass for energy and value added wood products, interim guidelines for small wood combustors, and biomass heat as a catalyst for community development in the boreal forest; and
- D) Phase one of the Student Village (construction of two new student residences) will be completed in 2015 through a P3 partnership.

SECTION 3

MAJOR 2014-15 INITIATIVES RELATING TO THE STRATEGIC PLAN

Execution of the Strategic Plan is being overseen by the Strategic Leadership Team (SLT). Each member of the SLT is responsible for one or more of the 29 Work Groups formed to implement the Plan. 121 individuals volunteered to participate in one or more Work Groups (44 faculty, 48 administrators, 25 support staff and 4 students or external representatives).

Each Work Group developed a terms of reference, a work plan and logic model for their respective tactic. Recommendations from the work groups are tabled for SLT's approval before implementation and submissions for financial support were reviewed during the budget process. \$519,800 in Strategic Initiatives is included in the 2014-2015 budget.

Additional funding for a number of the specific initiatives outlined below has been provided through the Productivity and Innovation Fund, Financial Health and Stability Fund, Postsecondary Education Funds for Aboriginal Learners-Targeted initiatives Fund, the Ontario Council on Admissions and Transfer and the Northern Ontario Heritage Fund Corporation.

1. IMPROVE ACCESS TO LEARNING AND SUPPORT THE SUCCESS OF LEARNERS

- 1.1 Implement the Confederation College Student Village with learner success as a major theme and including enhanced support for Aboriginal learners.
 - An overall plan business plan for the Student Village has been developed and implementation commenced. The first phase in the accommodation element of the plan is anticipated to be open for the fall of 2015. Further accommodation capacity will be developed as demand warrants.
 - A concept, massing and business plan has been developed for the recreation component. Implementation of the recreation component will be dependent on the Student Union of Confederation College (SUCCI) increasing its capital fee. A referendum will be held by SUCCI in support of the recreation component in October of 2014.
 - Discussions continue as to the scope of programming and facilities required for the student success element of the Student Village.
- 1.2 Expand the Virtual College including Technology Enabled Learning (TEL) to provide access to programming and services throughout northwestern Ontario and beyond.
 - Expand programs, partnerships and infrastructure based on the 2013-14 inventory and demand analysis. This includes but is not limited to:

- Expansion of TEL so as to include: Mining, GIS, Aboriginal Canadian Relations, and Maternal Support Worker;
 - With the six northern colleges commence implementation of the northern Ontario access, delivery and success plan.
- 1.3 Develop and improve supportive learner resources and success through Flexible Learning.
- Expansion of the use of E-texts and E-resources across multiple programs.
 - Develop defined “fast” and “slow” tracks in programs to better support student success.
 - Develop and implement asynchronous and blended courses to respond to learner demand.
- 1.4 Expand support to employees and learners to facilitate learner access and success.
- Build on the success of the collaborative Navigator and Life Coaches programs to increase student success.
 - Introduction of an employee Certificate in Facilitating Student Success. This Certificate consists of 4 courses in Fall 2014 and 3 in winter 2015. The courses focus on a variety of areas with examples such as communication, understanding mental health issues and the importance of valuing diversity.
 - Expansion of the “Bridging the Distance” infrastructure and services to the eastern regional campuses.
- 1.5 Implement Study North to recruit learners to Confederation College.
- The northern colleges will commence implementation of the three-year Study North proposal in the fall of 2014. The overall goal of this project is to attract learners from the Greater Toronto Area to northern colleges.
- 1.6 Expand International Education.
- Continue to expand our international student population and their success through developing a partnership with the City of Thunder Bay, Regional School Boards and Lakehead University to make Thunder Bay a recognized destination for international learners.

2. SUPPORT AND ADVANCE ABORIGINAL LEARNING

2.1 Realize the Negahneewin Vision for Learners.

- The renewed Negahneewin Council will identify strategic initiatives and partnerships in support of the Negahneewin Vision.

2.2 Further align the learner support and programming of Negahneewin throughout Confederation College.

- Through the leadership of the Negahneewin Education Circle implement initiatives to further develop a College culture in support of Aboriginal learning including: further implementation of Aboriginal Learning Outcomes, TEL delivered Aboriginal Canadian Relations Certificate, and professional development workshops for all employees.

2.3 Implement the Centre for Policy in Aboriginal Learning (CPAL).

- With leadership from CPAL, the northern colleges will identify and document and share best practices in aboriginal student recruitment, transition and success.
- With Trent University and First Nations Technical Institute CPAL will develop learner pathways to enable transfer among the institutions.

2.4 Expand partnerships with K-12 education providers to support the success of high school learners and their transition to College, with a particular emphasis on the success and transition of Aboriginal learners.

- Build on the success of the School College Work Initiative and expand the Confederation Bound pilot initiative.
- Relocate the Red Lake Campus to the Keewatin Patricia School Board Red Lake High School.
- Contribute to the planning of the new Queen Elizabeth II District High School in Sioux Lookout for completion in 2016-17.

3. SERVE NORTHWESTERN ONTARIO

- 3.1 Review, renew, and revise program mix in relation to the needs of NW Ontario and resources available; expand programming through partnerships with colleges and universities.
 - Collaborate with the City, regional school boards and Lakehead University to support the city as a destination for international learners.
- 3.2 Support community development through the implementation of an integrated employment services/training network.
 - Use the Ring of Fire Aboriginal Training Alliance model to implement integrated employment services and training in other communities/sectors.
- 3.3 Support community-based innovation through the implementation of innovation & entrepreneurship hubs and infusion of opportunities for entrepreneurship within programming.
 - Implement a collaboration in support of entrepreneurship in youth including post-secondary students through a partnership of Confederation College, Lakehead University and Northern Ontario Innovation Centre.
 - Explore the feasibility of expansion of the MI-Zone model with a focus on Forest Products Innovation.
- 3.4 Develop applied research activity within a context of experiential learning with a focus on natural resources, green energy, wellness, and Aboriginal learning.
 - Acquire institutional eligibility for Social Science and Humanities Research Council funding.
 - Further develop faculty capacity for research in green energy, wellness, and Aboriginal learning.
 - Continue to incorporate applied research activity into curriculum (eg. Biomass Innovation Centre, Maternal Care).
- 3.5 Develop a business plan to consolidate and renew trades and technology facilities at the Thunder Bay campus.

SECTION 4

EXTERNAL FACTORS

Economic Change / Labour Market Demand:

- Due to strong growth in a variety of sectors (mining, forestry, professional, scientific and technical etc.), employment in northwestern Ontario has increased by 600 persons; the unemployment rate dropped by 1.5%, and the employment rate grew by 1.2%. In the past two years unemployment in the CMA is the lowest in central and eastern Canada. Within the last two years there has also been a regional gain of 1,300 new manufacturing jobs with projections of significant growth in the mining sector. The relatively strong economy in Thunder Bay has significant impacts on student enrollment and retention. Unemployment remains high in many rural and remote communities.

Political Landscape / Funding:

- The changing federal and provincial economic and political landscape provide significant challenges to ensuring sustainable, predictable funding. As the province must deal with the significant debt and increasing demand for services, specifically within health and long-term care, the provision of sustainable, predictable funding to colleges will be more difficult. In addition, there is uncertainty and changing practices associated with federal government funding of Aboriginal Education. Similarly the implementation of the new Canadian Job Grant will likely result in significant changes to contract training opportunities in First Nation communities.

Student Demographics:

- Confederation has the highest percentage of both Aboriginal and First Generation students in postsecondary programming, ranked 1st of all Ontario colleges. The College also is increasing the population of international students. These student demographics create a context which requires a unique set of student and employee supports in order to ensure attraction and successful completion of programming.

Staff Demographics:

- With an aging population, 17% of our employees are eligible for retirement by June 2014 and 38% are eligible for retirement by December 2019. This has created significant succession planning issues and opportunities.

SECTION 5

HOW WILL THE COLLEGE KNOW WE HAVE ACHIEVED OUR OUTCOMES AT THE END OF THE YEAR?

1. The annual Board Ends Monitoring Report and provincial KPI data, presented to the Board in May and made public each June, measures and communicates the College's outcomes for the year in relation to the Strategic Plan and Board Ends.
2. The College Annual Report summarizes the achievement of the Ends and performance indicators along with financial and narrative evidence.
3. The College achieves its outcomes as measured and reported in the Multi-Year Accountability Agreement.
4. Strategic Plan Work Groups monitor progress to their goals quarterly.
5. The College completes the year in a financially balanced or surplus position while achieving all outcomes.

SECTION 6

THE 2014-2015 BUDGET

2014-2015 Summary of Key Assumptions:

Full-time Post-secondary learners	3013	
Second Career learners	91	
Workers Compensation Insurance Board learners	45	
International learners	266	
Total full-time enrolment	3415	
Part-time learners (March 2014 FTE's) (represents 9,025 part-time learner registrations)	581	
Collaborative nursing learners	404	
Number of full-time post-secondary programs	62	
Full-time staff budgeted	419	
Part-time staff	386	
College facilities	70,959	Sq. m.
Number of campuses	9	
Total operating budget expenditures	\$72.0	Million
Total capital budget	\$1,261,095	

MTCU Post-Secondary Operating Grants

	2013/14 Budget	2013/14 Actual	2014/15 Budget
General Purpose Operating Grant GPOG	19,500,503	19,223,246	19,500,503
Performance Funding	399,064	416,701	399,064
Northern & Rural Grant	9,471,898	9,471,898	9,471,898
Reporting Entities Grant ¹	36,123	35,472	35,472
Enrolment Growth Funding	1,022,459	1,029,030	1,564,463
Grant reductions: \$750 per 1 st year International student	-106,500		-216,000
Grant reductions: share of announced "policy levers" for system efficiencies	-204,000		
Total Operating Grants	30,119,547	30,176,347	30,755,400

Confederation College

Enrolment Headcount Report - 2014/2015 Projection compared to 13/14 Budgeted Enrolment

Includes International Students/Second Career/WSIB Students

	2013-14 Budget			2014-15 Projection		
	summer	fall	winter	summer	fall	winter
School of Aviation	52	259	262	57	275	268
School of Business , Hospitality & Media Arts		738	799	0	796	847
School of Engineering Technology & Trades	24	690	631	35	744	637
School of Health & Community Services (Negahneewin)	16	1235	1142	32	1215	1147
Regional & Distance Education	20	367	330	20	385	346
Subtotal College Headcount	112	3,289	3,164	144	3,415	3,245
Less International		166	228	0	266	315
COLLEGE TOTAL for Revenues General Tuition Fees	112	3,123	2,936	144	3,149	2,930
<i>Less Second Career/WSIB/CODA (included above)</i>		130	130	0	136	118
Total Enrolment in Audit (for grant calculations)	112	2,993	2,806	144	3,013	2,812

Charts

CONFEDERATION COLLEGE					
BUDGET PROJECTION for FISCAL 2014/2015					
With Comparison to Approved Budget for 2013/2014					
	-1		-2		-3
	2013/2014 APPROVED BUDGET		2014/2015 BUDGET PROJECTION		VARIANCE Col (2) versus (1) Better (Worse)
REVENUES-GENERAL					
Post Secondary Grants	\$ 30,119,547		\$ 30,755,400		\$ 635,853
Tuition Fees	9,403,762		9,752,989		349,227
Other Revenue	6,040,084		5,387,475		(652,609)
Second Career Grant (PS)	600,000		521,130		(78,870)
WSIB Program	214,400		287,600		73,200
International Revenue	2,710,033		4,260,835		1,550,802
	\$ 49,087,826		\$ 50,965,429		\$ 1,877,603
EXPENDITURES-GENERAL					
Post Secondary	\$ 30,653,251		\$ 31,627,944		\$ (974,693)
Administration	8,035,273		8,334,382		(299,109)
Facilities Services	4,675,345		4,653,076		22,269
Student Services	5,149,964		5,144,199		5,765
Strategic Initiatives	1,310,013		1,064,994		245,019
Capital from Operating	125,000		135,000		(10,000)
International Programs	1,223,134		1,561,166		(338,032)
	\$ 51,171,980		\$ 52,520,761		\$ (1,348,781)
NET INCOME (DECLINE) FROM GENERAL OPERATIONS	\$ (2,084,154)		\$ (1,555,332)		\$ 528,822
REVENUES-OTHER ACTIVITIES					
Apprenticeship Training	\$ 1,383,770		\$ 1,504,370		\$ 120,600
Provincial Training	4,547,975		4,635,547		87,572
Supplemental Flowthru Funds	813,505		1,913,552		1,100,047
Contract Training	6,599,259		5,100,000		(1,499,259)
Special Projects	3,961,894		4,859,049		897,155
Ancillary Operations	3,613,251		3,563,251		(50,000)
	\$ 20,919,654		\$ 21,575,769		\$ 656,115
EXPENDITURES-OTHER ACTIVITIES					
Apprenticeship Training	\$ 1,339,508		\$ 1,327,304		\$ 12,204
Provincial Training	4,061,468		3,987,579		73,889
Supplemental Flowthru Funds	813,505		1,913,552		(1,100,047)
Contract Training	5,197,882		4,380,000		817,882
Special Projects	3,906,031		4,621,966		(715,935)
Ancillary Operations	3,324,081		3,613,085		(289,004)
	\$ 18,642,475		\$ 19,843,486		\$ (1,201,011)
NET INCOME (DECLINE) FROM OTHER ACTIVITIES	\$ 2,277,179		\$ 1,732,283		\$ (544,896)
NET INCOME (DECLINE) FROM TOTAL OPERATIONS	\$ 193,025		\$ 176,951		\$ (16,074)
SUMMARY:					
TOTAL REVENUES	\$ 70,007,480		\$ 72,541,198		\$ 2,533,718
TOTAL EXPENDITURES	\$ 69,814,455		\$ 72,364,247		\$ (2,549,792)
NET INCOME (DEFICIT)	\$ 193,025		\$ 176,951		\$ (16,074)

CONTRIBUTION FROM OTHER ACTIVITIES					
			-1	-2	-3
			2013/2014	2014/2015	VARIANCE
			APPROVED	BUDGET	Col (2) versus (1)
			BUDGET	PROJECTION	Better
					(Worse)
Apprenticeship Training	Revenues	\$	1,383,770	\$	1,504,370
	Expenditures		1,339,508		1,327,304
	Contribution		44,262		177,066
					132,804
Provincial Training	Revenues		4,547,975		4,635,547
	Expenditures		4,061,468		3,987,579
	Contribution		486,507		647,968
					161,461
Supplemental	Revenues		813,505		1,913,552
	Expenditures		813,505		1,913,552
	Contribution		0		0
					0
Contract Training	Revenues		6,599,259		5,100,000
	Expenditures		5,197,882		4,380,000
	Contribution		1,401,377		720,000
					-681,377
Special Projects	Revenues		3,961,894		4,859,049
	Expenditures		3,906,031		4,621,966
	Contribution		55,863		237,083
					181,220
Ancillary Operations	Revenues		3,613,251		3,563,251
	Expenditures		3,324,081		3,613,085
	Contribution		289,170		-49,834
					-339,004
TOTAL CONTRIBUTION		\$	2,277,179	\$	1,732,283
					-544,896

**Restated budgeted financial statement for PSAB for Government NPOs.
Summary of MTCU 2013-2014 budget template**

The Confederation College of Applied Arts and Technology
PSAB Budget Statement of Operations

For the years ended March 31

2015

Revenue	
Grants and reimbursements	\$ 46,110,553
Tuition revenue	15,830,083
Contract training	5,100,000
Amortization of deferred capital contributions	3,278,212
Other income	2,318,853
Donation revenue	-
Income - restricted funds	-
Ancillary operations	3,563,251
	<hr/>
	76,200,952
	<hr/>
Expenses	
Salaries and benefits	\$ 47,874,794
Operating expenses	18,797,511
Plant and property maintenance	3,821,266
Amortization of capital assets	5,231,226
Bursaries and scholarships	478,801
Donations and fundraising	-
Ancillary operations	1,773,417
	<hr/>
	77,977,015
	<hr/>
Deficiency of revenue over expenses for the year	\$ (1,776,063)

**Confederation College of Applied Arts and Technology
Budget Statement of Financial Position
Balance Sheet at March 31, 2015**

	2014-15 Budget
Assets	
Current	
Cash	\$ 2,920,903
Accounts Receivable	5,875,000
Temporary Investments	5,000,000
Inventory	620,000
Prepaid Expenses	340,000
	14,755,903
Capital Assets	44,604,109
Investment Portfolio - Endowments Restricted	7,830,000
	\$ 67,190,012
 Liabilities	
Current	
Accounts Payable and Accrued Liabilities	3,862,362
Deferred Revenue	2,300,000
Vacation Pay	3,137,638
Current Portion of Long Term Debt	404,319
	9,704,319
Post-employment benefits and compensated absences	2,715,000
Deferred capital contributions	41,135,346
Deferred capital contributions - construction in progress	-
Long-term debt	2,109,257
	55,663,922
Unrestricted	13,479,104
Operating	4,604,202
Post Employment Benefits and Compensated Balances	(2,715,000)
Vacation Pay	(3,137,638)
Unrestricted Net Assets	(1,248,436)
Internally Restricted Net Assets	1,549,325
Investment in Capital Assets	3,526,160
Endowments	7,699,041
	12,774,526
	11,526,090
	67,190,012

Confederation College of Applied Arts and Technology Capital Budget and Projected Requirements 5 Year Capital Plan 2014-2019									
Initiative	Projected Requirement for Capital								
	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	Total		
Apprentice Ship Enhancement Fund (AEF)	205,238	205,238	205,238	205,238	205,238	205,238	1,231,428		
Capital Equipment & Renewal Fund (CERF)	203,800	203,800	203,800	203,800	203,800	203,800	1,222,800		
Capital Out of Operating (COO)	135,000	125,000	125,000	125,000	125,000	125,000	760,000		
Bio Energy Project (MTCU/NOHFC\$100K)	261,146	-	-	-	-	-	261,146		
Bio Energy II (College/Cribe/OPG)	195,911	-	-	-	-	-	195,911		
Two Cesna 172S Specific Flight Training Devices to Support IFR	260,000	-	-	-	-	-	260,000		
Strategic Plan - Student Village									
Student Recreation Centre \$10M		4,500,000	4,500,000						
Building		-	1,000,000						
Equipment		4,500,000	5,500,000				10,000,000		
<i>funded by Resource Development Fee, 30 years</i>									
Student Success Centre, 27,000 sq ft, total \$8.1M									
Building					7,600,000				
Equipment					500,000				
<i>MTCU \$1M, NOHFC \$5M</i>					8,100,000		8,100,000		
Innovation and Trades & Tech Building, 80,000 sq ft, total \$30M				24,000,000					
Building				6,000,000					
Equipment				30,000,000			30,000,000		
<i>Funded \$5M Donations & Fundraising, \$12M Fed Canada Builds, \$7M MTCU, \$6M NOHFC</i>									
Totals	\$ 1,261,095	\$ 5,034,038	\$ 6,034,038	\$ 30,534,038	\$ 8,634,038	\$ 534,038	\$ 52,031,285		
Capital Funding Sources									
5 Year Forecast 2014-2019									
Projected Funding Sources of Capital									
Initiative	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	Total		
Provincial Funding (MTCU)	570,184	409,038	409,038	7,409,038	1,409,038	409,038	10,615,374		
Non MTCU					2,100,000		2,100,000		
Fundraising/Donations	195,911			5,000,000			5,195,911		
Operations	135,000	125,000	125,000	125,000	125,000	125,000	760,000		
OFA Loan/Bank Loan	260,000	-	-	-	-	-	260,000		
Northern Ontario Heritage Fund	100,000	-	-	6,000,000	5,000,000		11,100,000		
SUCCI Resource Development Fee		4,500,000	5,500,000				10,000,000		
Federal Canada Builds Innovation Fund				12,000,000			12,000,000		
Totals	1,261,095	5,034,038	6,034,038	30,534,038	8,634,038	534,038	52,031,285		