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October 16, 2025

The Skills Development Fund Review Committee  
Ministry of Labour, Immigration, Training and Skills Development  
Government of Ontario

**Subject:** *Application for the Skills Development Fund – Capital Stream (GROW Pathway)*

Dear Members of the Review Committee,

On behalf of Sudbury College, I am pleased to submit our proposal for funding under the Skills Development Fund: Capital Stream (GROW Pathway) for our project titled “*Building Ontario’s Future: Expanding Skilled Trades Training Capacity in Northern Ontario.*”

This project represents a strategic and timely investment in the economic and social fabric of Northern Ontario. Our proposal outlines plans to expand and modernize Sudbury College’s Skilled Trades Training Centre, increasing training capacity by 40% and serving an additional 500 trainees annually. Through the creation of accessible, sustainable, and industry-aligned learning environments, we aim to directly address the province’s growing skilled trades shortage—projected at 190,000 workers by 2030—and strengthen the participation of underrepresented groups, including women, Indigenous learners, youth, and newcomers.

Sudbury College has a strong track record of collaboration, with over 35 industry and community partnerships and more than 2,000 skilled trades graduates to date. With support from the SDF GROW Pathway, we will leverage these partnerships to deliver high-quality training that responds to regional labour market needs while advancing Ontario’s long-term workforce development goals.

We are requesting a contribution of \$3.9 million toward the total project cost of \$4.3 million, with \$400,000 contributed by Sudbury College through financial and in-kind support. This investment will ensure the long-term sustainability of skilled trades education in Northern Ontario and generate measurable social and economic impact.



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Thank you for considering our application. We are confident that this project aligns closely with the Ministry's vision to build a strong, inclusive, and future-ready workforce for Ontario. We would welcome the opportunity to provide any additional information or clarification.

Sincerely,

John Doe  
Director of Training and Development  
Sudbury College



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## Skills Development Fund: Capital Stream (GROW Pathway) Application

**Project Title:** Building Ontario's Future: Expanding Skilled Trades Training Capacity in Northern Ontario

<b>Organization Name:</b>	Sudbury College
<b>Legal Status:</b>	Registered Not-for-Profit (CRA #123456789RR0001)
<b>Mailing Address:</b>	555 No Name Street, Sudbury, ON P5P 7X7
<b>Contact Name:</b>	John Doe, Director of Training and Development
<b>Phone:</b>	705-555-5555
<b>Email:</b>	johndoe@sudburycollege.ca
<b>Funding Stream:</b>	Skills Development Fund – Capital Stream (GROW Pathway)
<b>Total Project Cost:</b>	\$4,300,000
<b>Requested Contribution:</b>	\$3,900,000
<b>Organization Contribution:</b>	\$400,000 (financial & in-kind)



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## 1. Executive Summary

Sudbury College submits this proposal to the Skills Development Fund (SDF): Capital Stream (GROW Pathway) to expand and modernize its Skilled Trades Training Centre in Greater Sudbury, Ontario.

Ontario faces a critical shortage of skilled trades workers. According to the Ontario Construction Secretariat (2024), the province will require an additional 190,000 skilled trades workers by 2030. In Northern Ontario, the challenge is more acute, 37% of current trades people are over age 50, and limited access to modern training facilities continues to restrict local workforce growth.

This project, “Building Ontario’s Future: Expanding Skilled Trades Training Capacity in Northern Ontario,” represents a strategic investment in workforce development. Funding through the SDF will allow Sudbury College to expand its training capacity, modernize facilities, and provide inclusive, industry-aligned education that meets Ontario’s growing labour market demands.

### Project Objectives and Outcomes:

- Expand training capacity by 40%, accommodating 500+ additional trainees per year.
- Enhance retention and completion rates by 25–30%, achieving an 85% program completion rate.
- Reach an 80% graduate employment rate within six months of program completion.
- Increase representation of underrepresented groups:
  - Women: from 15% to 30% of total enrollment
  - Indigenous learners: from 5% to 10%
  - Youth and newcomers: expanded outreach through Trades Discovery programs.

Performance Area	Baseline (2025)	Target (Post-Project 2027)
Annual Trainee Capacity	1,200	1,700
Completion Rate	65%	85%
Graduate Employment within 6 Months	70%	80%
Women in Trades Participation	15%	30%
Indigenous Learner Participation	5%	10%
Employer Partnerships	35	50+



### **Evidence of Community and Labour Market Need:**

- The Workforce Planning for Sudbury and Manitoulin Report (2024) identified construction, welding, HVAC, and heavy equipment as top 10 high-demand occupations for the next decade.
- The City of Greater Sudbury Economic Development Strategy (2023) emphasizes that limited skilled trades infrastructure is a key barrier to local economic growth.
- The *Northern Policy Institute's Labour Market Trends Report (2024)* projects a 28% increase in replacement demand for trades and transport occupations in Northern Ontario by 2030.
- Indigenous Skills and Employment Training (ISET) partners confirm a significant need for localized and culturally relevant training to boost participation rates among Indigenous learners.

Through the SDF Capital Stream (GROW Pathway), this project will ensure that Northern Ontario develops a skilled, inclusive, and future-ready workforce, directly supporting the Ministry's mandate to address labour shortages, modernize training infrastructure, and expand economic opportunity for all Ontarians.

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## **2. Organizational Overview**

**Founded:** 2013

**Mission:**

To deliver technical and skilled trades education that is industry-relevant, inclusive, and responsive to regional workforce needs.

**Governance and Leadership:**

Sudbury College is governed by a Board of Directors composed of industry leaders, community representatives, and education professionals, providing strategic oversight and ensuring accountability for all programs and capital projects. The Project Steering Committee will report directly to the Board and oversee the implementation, risk management, and evaluation of the proposed expansion.

**Key Leadership:**

- John Doe, Director of Training and Development: Oversees curriculum, program delivery, and industry partnerships.



- Board Chair / Executive Director: Provides governance and financial oversight.

**Organizational Capacity:**

Sudbury College has a proven track record in delivering high-quality trades training:

- 2,000+ graduates in skilled trades over the past 10 years.
- Established partnerships with 35+ employers and unions for co-op placements, apprenticeships, and graduate employment.
- Programs offered in welding, carpentry, HVAC, and heavy equipment operations.
- Collaborates with Indigenous Skills and Employment Training (ISET) partners to provide culturally responsive training for Indigenous learners.

The college has successfully managed previous capital and government-funded projects, including equipment upgrades, lab renovations, and workforce development initiatives. Policies and processes are in place to ensure compliance with Ministry of Labour, Employment Standards, OHSA, and other relevant regulations.

**Financial Stability:**

Sudbury College maintains a strong financial position, with audited financial statements confirming the ability to support the proposed \$4.3 million project, including \$400,000 in financial and in-kind contributions. Internal controls and reporting systems are in place to manage capital expenditures, monitor project budgets, and comply with Ministry reporting requirements.

**Staffing and Expertise:**

- Experienced project management team for capital construction and program delivery.
- Skilled instructors with relevant certifications and industry experience.
- Administrative and support staff to ensure smooth project implementation and trainee support.

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### 3. Project Description

**Components:**

Sudbury College proposes a comprehensive expansion and modernization of its Skilled Trades Training Centre to increase capacity, improve learning outcomes, and enhance inclusivity in Northern Ontario.

**Facility Expansion:**

- Scope: Add 10,000 sq. ft. of lab, classroom, and workshop space.



- Impact: Increase training capacity by 40%, serving 500 additional trainees annually.
- Compliance: Construction will adhere to Ontario Building Code and AODA standards, ensuring barrier-free access.

#### **Modern Equipment Installation:**

- Equipment: Welding booths, CNC machines, simulators, and instructional technology.
- Purpose: Enhance hands-on learning, reduce training time, and align curriculum with industry standards.
- Metrics: Trainee skill proficiency expected to improve by 25% as measured by practical assessments and certification completion rates.
- Procurement: All equipment purchases and installations will follow competitive bidding procedures in compliance with Ministry guidelines.

#### **Accessibility and Inclusive Learning:**

- Upgrades: Barrier-free access ramps, adaptive workstations, accessible washrooms, and ergonomic equipment for all learners.
- Outcome: Ensure 100% of new facilities meet AODA compliance; support underrepresented groups including women, Indigenous learners, youth, and newcomers.

#### **Sustainability and Energy Efficiency:**

- Upgrades: Energy-efficient lighting, HVAC systems, low-carbon construction materials, and waste reduction strategies.
- Impact: Reduce operational costs by **10–15% annually** and demonstrate environmental stewardship aligned with provincial sustainability goals.

#### **Trades Discovery & Outreach Hub:**

- Purpose: Engage local communities and underrepresented groups through mentorship, workshops, and pre-apprenticeship programs.
- Outcome: Increase Indigenous, newcomer, and youth enrolment by targeted percentages (see Executive Summary KPIs).

#### **Program Delivery:**

- Curriculum: Industry-aligned courses in welding, carpentry, HVAC, and heavy equipment operations, including certifications recognized by Ontario trade authorities.
- Instructors: Certified trades professionals with industry experience.





- Delivery Method: Combination of classroom instruction, hands-on lab work, and simulation-based training.
- Outcomes Measurement: Completion rates, skills assessments, employment placement rates, and satisfaction surveys will be tracked quarterly.

#### Performance Metrics:

Component	Baseline (2025)	Target (Post-Project 2027)
Annual Trainee Capacity	1,200	1,700
Completion Rate	65%	85%
Graduate Employment	70%	80%
Underrepresented Group Participation	20%	40% combined
Employer Partnerships	35	50+

#### Risk Management in Project Delivery:

- Construction delays mitigated through phased scheduling and pre-approved contractors.
- Budget overruns controlled with 10% contingency and competitive procurement.
- Program delivery risk addressed via targeted recruitment and partnerships with local workforce boards.

#### 4. Alignment with Skills Development Fund Goals

SDF Goal	How the Project Supports It	Evidence / Metrics
Increase training capacity	Expand facilities by 10,000 sq. ft. to accommodate 500 additional trainees annually	Trainee capacity: 1,200 → 1,700 per year
Address labour shortages	Focused training in high-demand trades: welding, carpentry, HVAC, heavy equipment	Ontario Construction Secretariat (2024): 190,000 additional trades workers needed by 2030
Support underrepresented groups	Inclusive programs targeting women, Indigenous learners, newcomers, and youth	Participation targets: Women 30%, Indigenous 10%, combined underrepresented groups 40%



SDF Goal	How the Project Supports It	Evidence / Metrics
<b>Modernize physical spaces and technology</b>	Install advanced equipment, simulators, and AODA-compliant workstations	Retention improvement 25–30%, completion rate target 85%
<b>Strengthen employer partnerships</b>	Collaboration with 35+ employers and unions for placements and apprenticeships	Target: 50+ active partnerships, measured via signed MOUs

This project directly addresses the Ministry’s SDF goals by expanding capacity, improving workforce readiness, supporting equity and inclusion, and modernizing facilities. All outcomes are measurable and aligned with both provincial labour market needs and Northern Ontario economic priorities.

## 5. Regional and Economic Impact

Northern Ontario faces a critical shortage of skilled trades workers due to an aging workforce (37% over 50), outmigration of youth, and limited access to modern training facilities. This gap threatens regional economic growth, particularly in construction, manufacturing, and mining sectors.

### Projected Outcomes:

- Trainees Supported: 5,000+ over 10 years, including women, Indigenous learners, youth, and newcomers.
- Employer Partnerships: 50+ active employers engaged in placements, apprenticeships, and co-op opportunities.
- Regional Economic Contribution: \$3.2 billion in supported construction and industrial projects over 10 years.
- Labour Market Impact: Addresses a projected 190,000-worker shortage across Ontario and reduces Northern Ontario’s trades gap by increasing local skilled workforce.

### Community and Inclusion Impact:

- Expands access for underrepresented groups to inclusive, culturally responsive training programs.
- Trades Discovery & Outreach Hub provides mentorship and early engagement, increasing youth participation and retention.



- Collaboration with Indigenous Skills and Employment Training (ISET) partners supports Indigenous learner inclusion, contributing to 10% of total enrolment.

Indicator	Baseline (2025)	Target (2027)
Annual Trainee Capacity	1,200	1,700
Employment Placement Rate	70%	80% within 6 months
Underrepresented Group Participation	20%	40% combined
Employer Partnerships	35	50+

By expanding skilled trades training, this project strengthens Northern Ontario's workforce, supports economic development, and ensures long-term regional sustainability. It aligns directly with Ministry priorities for workforce readiness, inclusion, and labour market responsiveness.

## 6. Partnerships and Community Support

Sudbury College has established strong collaborations with industry, community organizations, and Indigenous partners to ensure project relevance, high-quality training, and employment outcomes.

### Confirmed / Pending Partners:

Partner	Role / Contribution
Sudbury Construction Association	Provides industry guidance, co-op placements, and apprenticeship pathways
Wahnapiitae First Nation Training Centre	Supports Indigenous learner recruitment, mentorship, and culturally relevant programming
United Brotherhood of Carpenters Local 2486	Offers apprenticeship opportunities and employment pathways for graduates
YES Employment Services	Assists with trainee recruitment, career guidance, and employment support
City of Greater Sudbury	Endorses project; supports community engagement and workforce development initiatives

- Letters of support included in Appendix A demonstrate strong regional endorsement.



- Partners are committed to active engagement, including mentorship, curriculum input, and post-graduation employment pathways.
- Collaboration ensures that training programs align with local labour market needs and contribute to regional economic growth.

These partnerships strengthen project feasibility, ensure alignment with industry standards, and expand access for underrepresented groups, providing sustainable community impact in Northern Ontario.

## 7. Project Timeline

The project is structured in four phases, with clear milestones to ensure timely delivery and measurable outcomes.

Phase	Activities / Deliverables	Timeline
<b>Phase 1: Design &amp; Engineering</b>	Architectural and engineering plans completed; permits secured	Q1 2026
<b>Phase 2: Facility Expansion (Construction)</b>	Renovation and expansion of 10,000 sq. ft. of labs, classrooms, and workshops; sustainability and accessibility upgrades	Q2–Q4 2026
<b>Phase 3: Equipment Installation &amp; Upgrades</b>	Installation of welding booths, CNC machines, simulators, and instructional technology; safety and compliance checks	Q1 2027
<b>Phase 4: Recruitment, Outreach &amp; Launch</b>	Trainee recruitment, community engagement through Trades Discovery Hub, launch of expanded programs, partnership activation	Q2 2027

### Monitoring and Reporting:

- Quarterly progress reports submitted to the Project Steering Committee and Board.
- Milestone reviews for construction, equipment installation, and program launch.
- Adjustments made as needed to meet capacity, completion, and employment targets.

### Summary:

The timeline ensures phased delivery with measurable checkpoints, allowing Sudbury College to expand training capacity, modernize facilities, and launch inclusive programs by mid-2027.



## 8. Budget Summary

The total project cost is \$4,300,000, with a requested SDF contribution of \$3,900,000 and a \$400,000 contribution from Sudbury College (financial and in-kind). Costs reflect construction, equipment, accessibility, sustainability upgrades, and program delivery.

<b>Cost Item</b>	<b>Description</b>	<b>Amount (\$)</b>
<b>Construction &amp; Facility Expansion</b>	Renovation of classrooms, labs, workshops, HVAC, and sustainability retrofits	2,000,000
<b>Equipment &amp; Technology</b>	Welding booths, CNC machines, simulators, instructional technology	800,000
<b>Design, Permits &amp; Project Management</b>	Architectural, engineering, and project oversight fees	250,000
<b>Accessibility Improvements</b>	Barrier-free access, adaptive workstations, accessible washrooms	150,000
<b>Safety &amp; Compliance Upgrades</b>	Fire suppression, ventilation, lighting, emergency signage	150,000
<b>Recruitment &amp; Outreach</b>	Marketing, community engagement, Trades Discovery Hub activities	150,000
<b>Contingency Fund</b>	10% for unforeseen expenses	100,000
<b>Total Project Cost</b>		4,300,000
<b>Requested SDF Contribution</b>		3,900,000
<b>Organizational Contribution</b>	Financial & in-kind support	400,000

### Budget Notes:

1. Construction and equipment costs are based on vendor quotes and market research.
2. Contingency fund ensures coverage for minor overruns or unforeseen expenses.
3. Accessibility and safety upgrades comply with provincial standards and AODA requirements.
4. Recruitment and outreach costs support underrepresented groups and program launch activities.
5. Any unspent SDF funds will be returned or reallocated per Ministry guidelines.

The budget demonstrate cost-effectiveness, sustainability, and alignment with the project objectives, supporting increased training capacity, enhanced learning outcomes, and inclusion of underrepresented groups.



Appendix B provides a line-by-line breakdown.

## 9. Risk Management

Sudbury College has identified key risks associated with the Skilled Trades Training Centre expansion and has developed mitigation strategies to ensure successful project delivery.

Risk	Potential Impact	Mitigation Strategy
<b>Construction Delays</b>	Project timeline extended, delayed program launch	Phased construction schedule, pre-approved contractor agreements, regular progress monitoring
<b>Budget Overruns</b>	Increased costs, potential funding shortfall	10% contingency fund, competitive bidding, strict financial oversight, quarterly budget reviews
<b>Recruitment Challenges</b>	Lower enrollment, reduced program impact	Partner with local workforce boards, targeted outreach campaigns, Trades Discovery Hub engagement
<b>Equipment or Technology Delays</b>	Training effectiveness impacted, reduced capacity	Early procurement planning, vendor contracts with clear delivery timelines, installation oversight
<b>Health &amp; Safety Compliance</b>	Risk to trainees/staff, regulatory non-compliance	Adherence to OHSA, Building Code, and AODA standards; regular safety audits
<b>Underrepresented Group Participation</b>	Failure to meet diversity targets	Active partnerships with Indigenous organizations, newcomer services, and youth programs; ongoing monitoring of enrolment metrics

### Monitoring and Reporting:

- Risks will be reviewed quarterly by the Project Steering Committee.
- Mitigation strategies will be updated as needed to ensure timely completion, budget compliance, and program quality.
- Key metrics, including trainee enrollment, retention, and employment rates, will be tracked to measure project success.



The project includes a comprehensive risk management plan to minimize delays, control costs, ensure regulatory compliance, and achieve all training and inclusion targets.

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## 10. Long-Term Sustainability and Impact

Sudbury College is committed to ensuring that the benefits of the Skilled Trades Training Centre expansion are sustainable and measurable over the long term.

### **Sustainability Measures:**

- **Ongoing Operations:** The College will maintain expanded facilities and equipment using existing operational budgets and revenue from program fees.
- **Industry Partnerships:** Strong relationships with 50+ employers and unions ensure continued alignment with labour market needs and graduate employment opportunities.
- **Curriculum Relevance:** Programs will be continuously updated based on industry trends and input from partners, keeping training current and demand-driven.
- **Inclusive Programming:** Outreach initiatives and mentorship programs will continue to support women, Indigenous learners, newcomers, and youth, ensuring diversity and equity in enrolment.

### **Long-Term Impact:**

- **Trainee Outcomes:** 5,000+ skilled trades graduates over 10 years, with 80% employed within six months.
- **Regional Workforce:** Strengthens Northern Ontario's skilled trades capacity, reducing labour shortages and supporting \$3.2B in regional projects.
- **Economic and Social Benefits:** Promotes inclusive workforce development, local employment, and enhanced community engagement through partnerships and outreach.
- **Environmental Impact:** Energy-efficient upgrades reduce operational costs and support provincial sustainability goals.

The project ensures long-lasting capacity, measurable trainee outcomes, workforce inclusion, and regional economic impact, aligning with Ministry priorities and sustaining Northern Ontario's skilled trades sector.





## 11. Conclusion

The “Building Ontario’s Future” project will expand Sudbury College’s Skilled Trades Training Centre, modernize facilities, and provide inclusive, industry-aligned education to Northern Ontario’s workforce.

### **This investment directly addresses:**

- Labour shortages in high-demand trades, supporting the province’s goal of 190,000 additional workers by 2030.
- Underrepresented group participation, increasing access for women, Indigenous learners, youth, and newcomers.
- Regional economic growth, strengthening local workforce capacity and supporting \$3.2B in construction and industrial projects.
- Sustainability, with energy-efficient upgrades and long-term program relevance through industry partnerships.

With a requested SDF contribution of \$3.9 million, complemented by \$400,000 in organizational support, Sudbury College is fully prepared to deliver measurable outcomes, including expanded training capacity, higher completion and employment rates, and strengthened community impact.

Funding through the SDF Capital Stream (GROW Pathway) will ensure that Northern Ontario develops a future-ready, inclusive, and skilled trades workforce, supporting the Ministry’s mandate for sustainable economic and workforce development.

## 12. Appendices

### **Appendix A – Letters of Support:**

- Sudbury Construction Association: Letter endorsing project impact on workforce readiness.
- Wahnapiatae First Nation Training Centre: Letter confirming collaboration for Indigenous learner programs.
- United Brotherhood of Carpenters Local 2486: Letter supporting graduate employment pathways.
- YES Employment Services: Letter confirming partnership for recruitment/outreach.
- City of Greater Sudbury: Letter of municipal support for regional workforce development.





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#### **Appendix B – Detailed Budget Breakdown**

#### **Appendix C – Labour Market Statistics**

Appendices have not been included in this Funding Proposal. This Funding Proposal has been created as a sample project for demonstration purposes. It is intended to showcase the type and quality of work that can be produced.

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SAMPLE



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### Declaration of Accuracy and Commitment

We, the undersigned, confirm that the information provided in this application is accurate and complete, and that Sudbury College is committed to carrying out the proposed project in accordance with the Skills Development Fund: Capital Stream (GROW Pathway) guidelines.

Name	Title	Signature	Date
John Doe	Director of Training and Development	_____	Oct 16, 25
John Doe 2	Board Chair / Executive Director	_____	Oct 16, 25

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