

CK WORKS

Chatham Kent Workforce Opportunity and Regional Knowledge Strategy

Municipal infrastructure procurement and workforce development

Prepared for Ryan Gow and review by municipal staff, Council, contractors, employment organizations and training institutions

Draft 2 | 7 October 2026 | All amounts in Canadian dollars

Build the infrastructure. Build the workforce. Keep more of the opportunity in Chatham-Kent.

Revision of Draft 1. The evidence base, legal cautions and safeguards are retained. Procurement and employment pathways now govern the paper; detailed campus models and operator comparisons are in the appendices. No external consultation, funding award or legal clearance is represented.

Executive summary

Chatham-Kent should investigate whether the infrastructure it already needs to build can also provide additional paid work, apprenticeship progression and transferable skills. CK WORKS is a proposed municipal workforce-development framework operating through qualifying capital procurement and employment coordination. It seeks greater lasting value from necessary public spending, while protecting fair competition, safety, cost and infrastructure delivery. Its feasibility is conditional: the evidence supports a bounded test, not a finding that compulsory workforce provisions are already lawful or cost-effective.

The municipality already maintains and renews roads, bridges, water and wastewater assets, municipal buildings and other infrastructure. Development servicing, industrial infrastructure and qualifying housing-related packages may also be relevant. CK publishes approved capital and lifecycle budget routes; PUC water and wastewater expenditure has its own approvals. As a concrete historical example, CK reported an approximately \$6 million Queen's Line and Merlin Road contract combining intersection, road and bridge work. That completed contract illustrates the existing spending base, not an eligible future pilot or employment result. [59–61]

The sequence is essential: establish the infrastructure need, justify the project through ordinary processes, obtain Council or other lawful authorization and funding, then screen a forthcoming procurement for meaningful workforce opportunities. Employment benefits must never justify an otherwise unnecessary capital project. CK WORKS does not add the underlying capital budget to its claimed economic impact. It measures what workforce value the revised procurement and referral pathway adds compared with completing the same infrastructure without it.

The municipality would select suitable projects, obtain legal review, disclose proportionate obligations before bidding, coordinate qualified partners and verify results. Contractors would identify genuine opportunities, hire and pay workers, provide competent supervision and meet their statutory and contract duties. Goodwill, CK Jobs and equivalent qualified organizations would prepare and refer candidates and support retention, using existing publicly funded services wherever permitted. Goodwill should be approached early, with a non-exclusive referral network and no unsubstantiated municipal purchase of services already funded. [19–21]

A workforce plan or meeting alone is not success. Any enforceable commitments must appear in the solicitation and executed contract, with defined evidence and lawful remedies. A pilot should distinguish new hires plausibly attributable to CK WORKS from replacements, pre-planned hires, existing workers receiving extra training and

apprentices already employed. It should separately report wages, paid learning hours, new registered apprenticeships and retention at six and twelve months. Additionality asks the difficult question: would this worker or learning opportunity have happened anyway?

The principal legal constraints remain. CFTA, CETA offset restrictions, CK Purchasing By-law 19-2026 and the Municipal Buy Ontario Procurement Directive require project-specific review. Domestic supply-chain requirements do not establish authority to demand CK-resident hiring. Draft 2 rejects mandatory CK residency quotas, CK-headquartered supplier requirements, automatic local supplier scoring, exclusive referrals and fixed local-hiring percentages unless a future formal opinion establishes lawful authority. Neutral plans, mentoring and paid learning are candidates for review, not legal safe harbours. [3–7, 70]

The recommended initial model is one qualifying contract, with expansion to up to three only if staff and partners can deliver it safely and without material competitive harm. The new low-cost scenario allows \$27,000 of additional cash authority plus \$12,000 of existing staff time, for \$39,000 total municipal resource exposure. The comparable base and higher-support scenarios are \$85,000 and \$161,000 respectively. These are transparent planning assumptions requiring quotations and Finance approval. They replace Draft 1's \$240,000 illustration. No automatic percentage premium or contractor allowance is recommended; ordinary priced obligations belong in the bid, and any actual incremental cost must fit a separately approved ceiling.

Construction demand can create immediate economic activity, but CK WORKS must demonstrate something beyond that baseline. A placement may build skills that outlast the project; useful infrastructure may support future production; experienced tradespeople may improve future delivery capacity. None follows automatically. Contractor margins, imported materials, equipment and commuting can move spending out of CK. Income tax, payroll remittances and HST generally do not accrue directly to the municipality. No multiplier or new tax revenue is used to finance the pilot. [13, 62–65]

Expanded skilled-trades training physically in Chatham-Kent is a supporting long-term opportunity. It should follow sustained, program-specific demand from municipal and private employers, alongside consultation with St. Clair's existing Chatham programs. Initial local cohorts remain the lowest-commitment test; a satellite may follow demonstrated demand; a full private campus remains unproven. North American Trade Schools is a potential respondent, not a selected partner. CK WORKS can succeed without a new college. Campus investment, municipal property assistance and any provider business case require separate decisions. [1, 2, 9–12, 30–37]

Council should first receive this proposal, require legal and procurement review, identify eligible already-approved projects, consult contractors and employment partners, and receive a costed pilot plan before procurement implementation. Stop or reduce workforce provisions when legality, safety, competition, affordability, additionality or public value fails. A completed road, building or water asset remains the primary delivery obligation throughout.

1 Purpose and governing principle

The central policy test is whether Chatham-Kent can lawfully and cost-effectively structure qualifying municipal infrastructure procurement so that necessary public capital spending produces measurable workforce-development outcomes in addition to the physical infrastructure. CK WORKS is the framework for testing and coordinating that process. The secondary test asks whether sustained workforce demand justifies additional approved trades instruction physically located in Chatham-Kent.

The policy hierarchy is municipal procurement and workforce development first, employment-service partnerships as the delivery pathway, and additional local trades-training capacity as a supporting long-term

objective. These are related functions with separate authorizations and accounts. They are not two equally weighted programs. A campus opening is neither necessary nor sufficient to establish CK WORKS success.

The proposed municipal responsibilities are capital-project screening, lawful procurement design, coordination, outcome measurement, competitive safeguards and public reporting. CK WORKS does not become a municipal employment agency, construction company, college, general stimulus fund, wage-subsidy pool or permanent private-college subsidy. It creates no automatic hiring entitlement, residency quota or justification for unnecessary infrastructure.

The paper uses numbered citations linked to the source register. Evidence is classified as published primary fact, institutional self-report, proposed policy, illustrative financial assumption or unresolved diligence. Ontario pages sometimes blocked full retrieval; indexed official extracts are identified in the register. No legal opinion, college commitment, property inspection, wage subsidy approval or grant agreement was obtained. Research is current to 7 October 2026; subsequent October changes require a final dated check.

The latest identified reference drafts were read for their governing scope: CK-145 Second Draft, Municipal Land Bank Draft 3, MIIF Draft 2 and Water Resilience Version 2. Their titles describe proposals rather than adopted Council policies. Their approval status was not established. CK WORKS neither amends these documents nor relies on unapproved funding from them. Detailed future contracts require the complete operative versions and their actual approvals. [38–41]

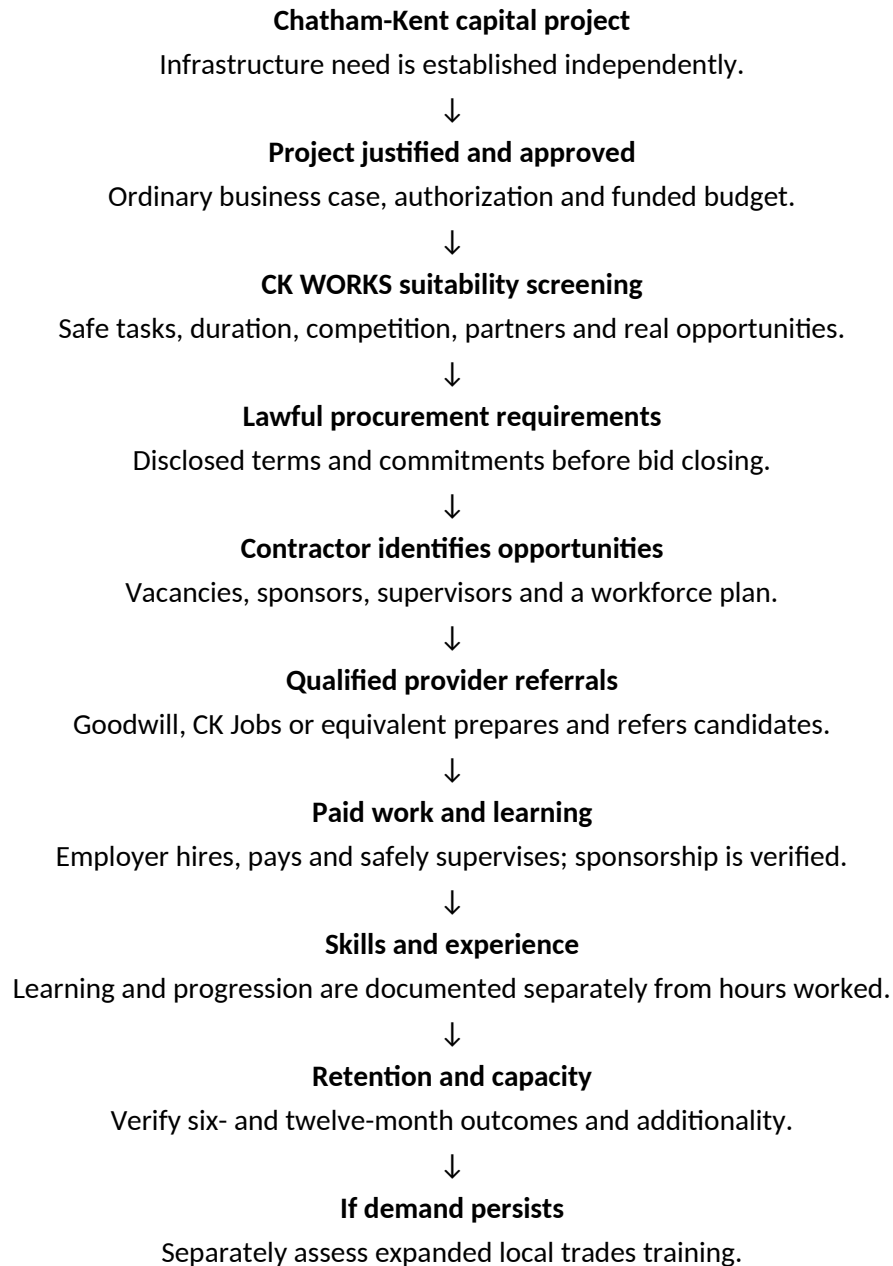
The CAO should designate an accountable lead within existing administration. Procurement controls bid documents; Employment and Social Services coordinates the referral network; capital-project owners and the PUC protect technical delivery; Legal and Risk review obligations; Finance records incremental exposure. Economic Development may conduct a separately scoped training market sounding. An advisory group cannot award contracts, choose workers or commit public resources.

Evidence classifications

Classification	Meaning in this paper
Established fact	Published primary evidence with a numbered source. Its date, geography and limitations remain attached.
Proposed policy	A recommended design, target or decision rule; not an adopted municipal requirement.
Illustrative assumption	An explicitly constructed financial or operating scenario; not a quotation or forecast.
Unverified hypothesis	A plausible benefit or demand signal needing measured evidence.
Legal issue requiring counsel	A question not resolved by this research or by a comparator’s practice.
Future Council decision	Authority, expenditure or property action not granted by receiving this paper.

CK WORKS workflow

The workflow below is a conceptual sequence, not evidence that each step will produce the next. Suitability and legal screening may stop workforce conditions while the independently justified infrastructure proceeds.



2 Economic rationale and municipal money to employment

The appropriate comparison is the same necessary capital project delivered under ordinary procurement, with existing employment programs, versus that project with a legally cleared CK WORKS provision and referral pathway. The full contract price is not new CK WORKS expenditure. The relevant economic question is whether incremental skills and employment justify incremental supervision, procurement and administrative costs without sacrificing the asset.

Four potential economic effects

Effect	What could occur	What must be tested
Immediate expenditure	Construction purchases labour, materials, equipment and contractor services.	Much of this happens without CK WORKS; report it as the project baseline.
Workforce development	Paid supervised work produces transferable skills, credentials or apprenticeship progression.	Verify actual learning and what would otherwise have happened; a short placement alone proves little.
Productive infrastructure	A justified asset improves transport, water, housing or development capacity.	Use the project's own technical and economic case; do not add benefits twice.
Long-term labour capacity	Experienced workers may support future contracting and private investment.	Test retention, skills relevance, sponsor continuity and employer demand after construction.

These effects have different time horizons and recipients. Construction payroll is immediate. Recognized skills and retained employment may last beyond a project. Productive infrastructure depends on utilization and the project's original justification. Future labour capacity depends on workers remaining available, progressing and finding suitable jobs. Weak wages, limited supervision or insufficient follow-on work can break the chain. These are economic hypotheses, not guaranteed outcomes.

Tracing the capital dollar

The municipality pays a prime contractor, which pays subcontractors, workers, suppliers, equipment providers, overhead and financing costs. A local prime's invoice is not wholly local income. A nonlocal prime may employ CK residents or buy CK services; a local prime may use commuting crews and externally manufactured pipe, pumps or equipment. Establish origin and economic destination through proportionate reporting, not supplier-address assumptions or discriminatory scoring.

Illustrative \$1 million contract allocation	Amount	Possible CK retained share assumption	Illustrative CK share
Labour and employer payroll costs	\$250,000	40%	\$100,000
Materials and supplies	\$400,000	20%	\$80,000
Equipment rental or depreciation and fuel	\$180,000	35%	\$63,000
Site overhead and professional support	\$120,000	35%	\$42,000

Illustrative \$1 million contract allocation	Amount	Possible CK retained share assumption	Illustrative CK share
Contractor margin and financing	\$50,000	20%	\$10,000
Total	\$1,000,000	29.5% weighted	\$295,000

Every percentage and amount in this table is an analyst assumption used to demonstrate accounting, not an estimate of CK construction. The categories are mutually exclusive only if subcontract invoices are decomposed rather than counted again. Labour includes employer costs, so \$250,000 is not take-home pay. “CK share” is a first-round allocation, not GDP, disposable income or tax yield; imported inputs within a local supplier invoice may reduce it. Moving each assumed retained percentage ten points down or up changes the illustration to \$195,000 or \$395,000, with no multiplier applied.

Staff should request an aggregate cost split from pilot contractors or an independent quantity surveyor, with confidentiality protection and no demand for commercially sensitive pricing beyond necessary verification. Record labour hours and broad residence geography through an authorized custodian, subcontract work performed, material origins where knowable, local distribution margins, and equipment ownership or rental. Separate CK from the broader southwestern Ontario region. Report unknown origins explicitly. The resulting evidence supports analysis only and does not authorize local supplier points.

Statistics Canada’s commuting table provides a baseline for employed people with a usual place of work. It is a 2021 Census sample, not a current map of temporary construction crews, and does not by itself measure inward construction commuting. Obtain both residence-to-work and workplace-to-residence evidence where available and compare it with actual project data. This revision has not established a defensible CK construction leakage percentage. [62]

A construction market near capacity may respond to an extra placement obligation with a bid premium, worker substitution or recruitment from another project rather than new total employment. During weaker demand, a genuinely additional entrant may obtain experience, but follow-on work can still be scarce. Contractor and employer interviews must test unfilled vacancies, likely hiring without CK WORKS, crew availability and sponsorship. Local retained spending and additional employment are separate measures.

Gross activity additionality and municipal revenue

Gross activity records the spending and employment associated with the project. Local retained activity identifies the part captured within the specified geography. Additional activity measures the difference from the counterfactual, after substitution and displacement. Municipal fiscal revenue records only taxes and fees lawfully accruing to CK, net of incremental servicing costs. A resident replacing a commuter can increase local retention while leaving total construction employment unchanged. It must not be reported as a net new construction job.

Statistics Canada publishes national and provincial input-output multipliers that distinguish output, GDP, jobs and imports. These are not a measured CK multiplier and do not identify a worker who was hired because of a referral clause. Applying a provincial multiplier to all municipal spending would ignore the existing-project baseline, local leakage, capacity and alternative uses of resources. No multiplier is used in Draft 2’s budget or employment projections. [63]

Personal income tax, payroll deductions and HST generally accrue through federal and provincial systems, not directly to CK. The CRA payroll guide identifies remittances of income tax, CPP and EI; municipal GST/HST

treatment includes tax and rebate rules rather than a local sales-tax entitlement. Possible future property assessment or fee revenue must be separately demonstrated under municipal law and net of service costs. Set CK WORKS fiscal payback to zero until that evidence exists. Tax rebates on municipal purchases are not new workforce-generated revenue. [13, 64, 65]

Illustratively, one verified entrant paid \$24 an hour for 400 hours earns \$9,600 before deductions and employer costs. If the contractor would otherwise have hired the same entrant for the same hours, CK WORKS created no additional paid hours. If it enabled employment for someone otherwise excluded, the participant benefit may be real even if total project labour hours are unchanged. If it adds structured learning to existing work, count the additional learning, not a new job. The wage and hours are assumptions, not a promised placement.

3 Chatham Kent workforce context

The 2025 Local Labour Market Plan was published in February 2026. Its geographic warning matters: the census agglomeration includes Delaware Nation, whereas the municipality is a different geography. It reports 2025 municipal population of 112,716 and CA population of 112,977, approximately 52,000 average monthly employed people, and 33% of the workforce aged 55 or older. It also reports a 17% fall in postings during November 2024–October 2025. These figures describe the market, not an October 2026 vacancy count. [8]

The same report forecasts more than 20,000 growth and replacement requirements to 2035, including approximately 2,530 in manufacturing. These are modelled future requirements across occupations, not current trades vacancies. Its EmployerOne sample contains 139 employers representing 12,300 workers; 34% said staffing shortages caused them to turn down business. A self-selected survey cannot establish demand for a particular college intake. [8]

The evidence presents both replacement pressure and weaker recruitment activity. That combination supports targeted investigation, not a blanket skilled-trades shortage declaration. Training supply may help employers only if the unmet need is an entry-level skill gap. If firms need experienced journeypersons, cannot offer competitive pay, or lack supervision capacity, a new introductory diploma will not solve the bottleneck.

A Chatham location can reduce the travel burden for some residents, but CK is geographically dispersed. A site accessible by car alone may still exclude people in Wallaceburg, Wheatley or rural areas. Survey realistic travel times, bus access, childcare, evening availability and lost earnings. Training demand is the number who can meet entry requirements, finance tuition and living costs, attend, and accept actual jobs—not the total population or all unemployed people.

The Workforce Planning Board should assemble occupation-level baselines from Statistics Canada, verified local postings and employer interviews. Seek three years of apprenticeship registrations, active apprentices, completion and sponsor data from Skilled Trades Ontario, by relevant trade and geography where disclosure allows. Record suppression and boundary differences. Those counts were not established in this research and must not be estimated from municipal population.

Interview at least 20 employers as a proposed research target, including small contractors and manufacturers outside Chatham. Ask for paid trainee positions, journeyperson needs, wages, hours, expected turnover, instructor release capacity, sponsorship and willingness to sign placement or sponsorship agreements. Deduplicate postings and distinguish replacements from expansions. Include employers who do not hire through municipal contracts.

For procurement decisions, the first baseline should be the approved capital pipeline and its actual workforce opportunities. Record planned tender dates, labour tasks, expected crew composition, current apprentices,

forthcoming vacancies and likely duration of useful supervised work. Ask whether the contractor needs an entry-level entrant, an experienced licensed worker or only continuity for an apprentice already employed. This distinction determines what employment providers can usefully supply.

Do not equate broad forecasts with available pilot placements. The first pilot requires verified employment-provider referral capacity and contractor opportunity estimates; it does not require a complete campus business case. Detailed secondary-school, apprenticeship and financing-qualified learner research should be scaled to the separate training decision in Appendices B and G, rather than load all of its cost onto procurement feasibility.

4 Procurement law and legal constraints

Municipal Act sections 8–11 provide a broad municipal framework, while section 270 requires procurement and accountability policies. CK WORKS should be implemented through the actual municipal purchasing system, not a campaign-created exemption. By-law 19-2026 section 24 bars geographic supplier or deliverable discrimination; sections 34–35 address valuation and subdivision avoidance. The older council-policy webpage still lists 205-2023, but the enacted February 2026 PDF expressly repeals it. Clerk and Procurement must certify the complete current amendment set before use. [3, 13]

CFTA municipal thresholds effective for 2026–2027 are \$139,000 for goods or services and \$347,400 for construction. CETA published sub-federal thresholds are \$368,000 for goods/services and \$9.2 million for construction; actual coverage also requires the Ontario entity schedules, service coverage and exceptions, including treatment of utilities. These are treaty screening values, not CK WORKS eligibility thresholds. Include full contract duration and options; do not split packages to avoid coverage. Federal departmental thresholds are not municipal thresholds. [4–7, 58]

CFTA Chapter Five requires nondiscriminatory covered procurement and restricts local-content and economic-development conditions. CETA Article 19.4(6) prohibits offsets, with a definition encompassing undertakings encouraging local development. Calling an obligation a community benefit does not remove that risk. Legal counsel must determine whether each workforce measure is a defensible, proportionate performance requirement connected to the work, or an impermissible offset. A neutral provider referral or mentoring obligation is less exclusionary than a residency quota, but is not automatically lawful. [5, 7]

The Municipal Buy Ontario Procurement Directive applies to municipalities and introduces capital-infrastructure requirements effective May 15, 2026, including Domestic Supply Chain Plans and specified evaluation or commitment routes. It contains documentation, reporting and limited exclusions. It states that it does not prevail over legislation. Procurement must reconcile its selected approach with treaty coverage, CK by-law wording, funding conditions and provincial guidance. This is a required compliance workstream; it does not authorize CK-resident hiring preferences. [6]

The broader public sector procurement directive should not be applied to CK merely because CK receives provincial funding. The provincial FAQ excludes municipalities from that directive's general designation. CK itself incorporates the BPS supply-chain ethics code in its purchasing by-law. A public-college partner may separately be governed by BPS procurement requirements, and specific funding agreements may impose additional duties. [3, 14]

Permissible scope must be established project by project

Reject mandatory CK residency, a CK head-office requirement, automatic local supplier points, exclusive Goodwill referrals, and a fixed percentage of local hires in this proposal. Outreach can prioritize informing CK residents about opportunities while eligible hiring remains open and lawful. Any targeted special program needs

a documented Human Rights Code section 14 rationale and counsel review; human-rights permission does not resolve a trade-law prohibition. [5, 7, 22]

The pilot should initially use modest, disclosed process duties: a designated liaison, a vacancy and mentoring assessment, contact with qualified referral providers, a documented plan and monthly aggregate reporting. Any minimum paid hours or apprenticeship positions must follow contractor market testing, verified candidate and sponsor capacity, and a written trade-law clearance. If mandatory obligations fail legal review, proceed with a separately administered voluntary employer partnership that does not influence contract eligibility or award.

Terminology needs correction from Draft 1. In By-law 19-2026, RFQ means Request for Quotation; Request for Qualifications and RFSQ/prequalification are distinct. This paper uses “qualifications stage” or RFSQ for capability screening and RFQ for quotation. Neither shortlisting nor requesting prices produces employment; only actual hiring and learning under implemented contracts can do so. The bid document must use the by-law’s definitions consistently. [3]

Mandatory requirements and policy choices

Type	Requirement or choice	Action before issue
Binding legal framework	Applicable municipal statute, treaty coverage, labour, safety, human rights, accessibility, privacy and payment law.	Legal opinion on actual terms and entity; procurement and project approvals.
Provincial municipal requirements	Municipal Buy Ontario rules and applicable funding conditions.	Select compliant route and reconcile with trade coverage; keep required records.
Municipal purchasing rules	Current By-law 19-2026 and certified amendments.	Clerk and Procurement verify instrument, authority, evaluation and change powers.
CK WORKS policy choices	Pilot size, plan contents, targets, monitoring frequency and value benchmark.	Council or lawful delegate approves; no claim these are statutory minima.
Unresolved legal questions	Whether each workforce duty is a permissible performance term or prohibited offset.	Written counsel clearance; narrower voluntary pathway or exclusion if it fails.

Being below a treaty threshold does not create a municipal power to discriminate or remove CK’s own rules. Coverage analysis must consider entity, construction classification, options, full value, schedules, exceptions and grant conditions. A Council resolution or positive social purpose cannot cure an unlawful obligation. Draft 2 continues to reject geographic preferences pending a formal opinion; it does not recommend manufacturing an exception or splitting a project.

Mandatory workforce obligations require a legal memorandum identifying the statutory authority, treaty treatment and relation to contract performance, as well as the reason the requirement is proportionate. Counsel should distinguish training workers safely to deliver the contract from demanding unrelated economic development contributions. A neutral plan can still be burdensome or an offset. If no mandatory version survives, test a voluntary employment partnership independent of eligibility, evaluation and award, provided Legal confirms that separation is genuine.

The Directive’s official April 2026 PDF was located during this revision; its indexed schedule confirms the capital-infrastructure effective date of May 15, 2026. Full operational guidance and reconciliation remain legal diligence. Do not repurpose its domestic supply-chain measures as CK-residency employment measures. [6, 70]

Ontario comparator lessons

Toronto’s published social procurement framework applies workforce-development requirements to selected RFPs and tenders over \$5 million. It includes a liaison, meetings and records, and expressly recognizes collective agreements. CK can learn from that machinery without importing Toronto’s threshold or administrative scale. [15]

Toronto’s 2024 review documents problems with a blanket 10% construction equity target, including union dispatch and insufficient authority and systems for demographic data. These are directly relevant warnings for CK. Toronto’s separate Rexdale casino agreement is a distinct development arrangement, not proof that the same local-hiring terms may be inserted into every CK public tender. [16, 17]

Hamilton’s 2024 and 2025 municipal committee records document social-value procurement pilots and continued work on the framework. They support staged testing and attention to broad access, but the records retrieved here do not establish a transferable cost-per-placement result. The next review should obtain complete evaluation reports and interview both cities about costs, failed referrals, competition and verification. [18]

5 CK WORKS procurement model

This section sets out the core mechanism. The municipality buys the independently required asset through its ordinary procurement system. For a suitable project, it adds only cleared, disclosed and manageable workforce deliverables. The contractor’s method connects those deliverables to real work, supervisors and referrals. Payment, performance verification and remedies follow the executed contract; press releases and uncosted bid promises do not substitute for it.

The procurement stages

Stage	CK WORKS treatment	Employment consequence and safeguard
Qualifications or RFSQ	Relevant supervision, safety, training and reporting capacity; equivalent evidence allowed.	Creates a shortlist only. No local office or prior CK WORKS experience requirement.
RFQ quotation	Use the by-law's quotation process where appropriate; state cleared duties in the request.	Compliance and pricing only as authorized; no undisclosed social score.
RFT compliance and price	Identical minimum duties for all bidders, priced in the bid; evaluate as the by-law requires.	Promised deliverables enter the contract; retain price-based tender discipline.
RFP evaluation	Only where procurement otherwise suits an RFP; publish a relevant workforce rubric and weight.	Scored promises become specified contract commitments; no local identity scoring.

Stage	CK WORKS treatment	Employment consequence and safeguard
Contract performance	Approved workforce schedule, named liaison, deliverables, evidence, reporting and cure procedure.	Hiring and learning occur here; distinguish binding obligations from aspirations.
Post-award monitoring	Contract administrator verifies records and escalates failures under authorized terms.	Paid outcomes and progression, not proposal language, determine results.

Procurement should not choose an RFP solely to introduce social scoring into conventional price-based construction. If an RFP is independently appropriate, a workforce-plan weighting of up to 5% may be market-tested as a proposed ceiling, subject to counsel and reconciliation with the municipal directive. Zero workforce scoring is a valid pilot choice. Published criteria should assess task-specific learning, competent supervision, sponsor capacity, implementation and verifiable reporting, rather than the bidder’s address, hiring geography or unsupported social claims. [3, 6]

Suitability before solicitation

Prepare a signed suitability record for each candidate contract. The asset need, scope, funding and authorization must exist first. The record should establish a useful learning period, appropriate tasks, expected vacancies or extra learning, supervisors, qualified sponsors where relevant, referral capacity, an adequate competitive market and an affordable incremental burden. Screen subcontract trades as well as the prime. Contract value is relevant to proportionality and treaty coverage, but cannot substitute for these tests.

Twelve useful on-site weeks and approximately 400 paid learning hours can be initial design references, not compulsory thresholds or quotas. A longer project can still be unsuitable if work is fragmented or hazardous. A shorter package may provide credible progression for an existing apprentice, reported in its proper category. The pilot’s selection rule should favour meaningful, safe outcomes rather than meeting a numerical contract-value trigger copied from Toronto.

Workforce Development Plans

Require a concise plan identifying forecast vacancies, tasks and qualifications, existing hiring intentions, relevant apprentices, possible extra learning, named supervisors and mentoring arrangements. The plan should show the recruitment and referral timetable, contractor liaison, potential group sponsors, payment and insurance responsibilities, and monthly reporting. Record the baseline before additional commitments are finalized so planned hires cannot later be relabelled as CK WORKS-created employment.

Separate three levels of commitment. Process duties require the liaison, assessment, provider engagement, records and reporting. Learning duties specify cleared mentoring or paid instructional hours attached to actual work. Employment or apprenticeship duties specify cleared paid opportunities or registrations only when candidates, supervision, sponsors, costs and legal authority support them. Do not make a trainee hire mandatory simply because a contractor must submit a plan. A truthful finding of no safe opportunity may lead to exclusion or a narrower plan before bidding.

A menu of project specific measures

Measure	Possible deliverable	Verification and boundary
Recruitment outreach	Publish genuine opportunities and contact qualified referral providers.	Dated notices and contacts; open eligible hiring, no exclusive referral source.
Liaison and coordination	Named liaison attends proportionate progress discussions.	Short action log; avoid meetings without decisions.
Paid entry-level employment	A defined role with wages, hours, duties and supervision.	Payroll and start evidence; no unpaid productive trial.
Registered apprenticeship	Sponsor and registered training agreement for a suitable trade.	Registration verified; diploma enrolment is not sponsorship.
Mentoring and supervised learning	Task-based learning schedule and competent mentor.	Supervisor logs and participant confirmation; mentor time is a cost.
Paid training hours	Structured instruction or recognized on-the-job training.	Distinguish learning hours from all working hours; no double count.
Progress tracking	Record competencies or apprenticeship milestones achieved.	Trade logbook or relevant assessment; no invented qualification.
Retention support	Plan follow-on work or referrals after the package ends.	Consent-based follow-up; no guaranteed job beyond contract.

Before issuance, publish a common opportunity and reporting template and obtain open market feedback. Give all bidders the same answers. Do not require confidential candidate identities in bids or a promise to hire a municipal nominee. Where subcontractors employ participants, state the prime's coordination duty and lawful flow-down requirements without implying the prime automatically becomes every participant's employer.

A worked procurement example

Illustrative design only: assume an already-approved twelve-week building rehabilitation package with an electrical subcontractor planning to hire one registered apprentice anyway and a carpentry employer able to take one additional prepared entrant. The electrical hire remains a planned hire, although demonstrably extra mentoring may be recorded. The carpentry opportunity proceeds only if the employer confirms safe tasks, wages, supervision, legitimate qualifications and follow-on prospects, and counsel clears the contract approach. Neither opportunity is a commitment from a CK contractor.

Before issue, Procurement sets identical plan and reporting duties for all bidders. If legally cleared, the solicitation may state a narrowly defined paid-learning deliverable tied to the carpentry tasks; otherwise use the process-only duty and a genuinely voluntary employer opportunity. The provider prepares candidates and the employer interviews them. The executed schedule identifies what was binding at bid closing, its evidence and the permitted adjustment route. A promise of a new apprentice cannot be substituted for the already-planned electrical hire to improve program statistics.

Monthly verification distinguishes the additional entrant's paid hours, structured learning and duration from the existing hiring baseline. If the entrant leaves, the record reports that departure and any replacement rather than

treating every assignment as another job. After construction, provider follow-up tests related employment at six and twelve months. The project's price, completion and bidder count are assessed alongside those outcomes. A well-written plan without a paid start or verified extra learning supports process findings only, not expansion on an employment claim.

Binding schedules evaluation and remedies

Any bid promise receiving evaluation credit should be copied into a completed Workforce Schedule in the contract. State the deliverable, responsible party, timing, evidence, mandatory or aspirational status, approved adjustment process and remedy. An example is a cleared commitment to specified paid mentoring hours on named task categories under a qualified supervisor. The schedule must not rely on a vague commitment to "support local jobs." Templates and draft wording appear in Appendix A and require legal review.

Use an assessment rubric that rewards credible delivery. Unsupported maxima such as "as many apprentices as possible" should not score more than a costed, feasible plan. Verify supervisor and sponsor capacity without favouring incumbents; allow equivalent experience. Publish how noncompliance is treated and how commitments become binding. Bid clarification must not become an undisclosed post-closing negotiation that changes competition. [3]

Contract administrators should issue notice of missed process deliverables, require a proportionate corrective plan and apply only remedies already disclosed and legally enforceable. Failure to report differs from an employer legitimately declining an unsuitable candidate. Misreporting, target-driven worker displacement and unauthorized regulated work require escalation. Approved schedule changes need documentary reasons and the original contract's lawful change mechanism; a municipality cannot invent a penalty after award.

Service credits, damages, security recourse, withholding or termination require counsel to establish authority, enforceability and interaction with construction payment law. Do not delay statutory payments merely because an aggregate workforce report is late, or invent a CK WORKS holdback. Serious safety issues may require immediate cessation of the affected activity under the applicable legal and contractual process. The infrastructure contract should continue safely where lawful rather than be abandoned to protect a workforce statistic. [57]

Monitoring and competition safeguards

Use a one-page monthly return plus restricted verification records, aligned with existing site reporting. The project manager monitors obligations; an authorized custodian verifies payroll and registrations; the independent evaluator assesses additionality and value. Procurement records bidder numbers, withdrawals, complaints and indicated premiums. Employment providers track preparation and retention without sending unnecessary case details to construction staff.

Exempt emergency, short-duration, highly specialized and unsafe work, projects without meaningful opportunities, and requirements likely to materially harm competition. Do not retrofit provisions onto awarded contracts. Record why a package was included or excluded. If the proposed burden eliminates smaller firms, simplify it or remove it rather than assume a larger contractor's capacity represents the market. A campus or program attendance requirement should not become a prerequisite for tender participation.

6 Goodwill CK Jobs and employment service partnerships

Goodwill's Chatham Career Centre advertises free job-search, preparation, training and employer-connection services at 300 Lacroix Street. CK Jobs describes screening, paid placements, retention support and qualifying financial assistance, with publicly funded Employment Ontario services. Community Living lists JOBWORX

employment services. These establish existing capability to discuss; capacity, intake eligibility and construction expertise must be confirmed. [19–21]

Approach Goodwill early as the preferred discussion partner while keeping referrals non-exclusive. Prepare a service map identifying each provider’s funder, eligible clients, staff capacity, existing employer agreements, supports, geographic coverage and incremental work. Do not pay twice for screening, preparation or retention already funded. A provider’s published service description is not a commitment to serve every CK WORKS candidate.

Party	Accountable responsibilities	Funding boundary
Municipality	Project selection, fair procurement, coordination, privacy controls and aggregate evaluation.	Approve its own administration and any purchased incremental services; no blanket wage subsidy.
Contractor and subcontractors	Hiring, wages, supervision, lawful sponsorship, payroll, safety and contract deliverables.	Price obligations in bid; use eligible employer supports only through their own agreements.
Employment providers	Voluntary intake, consent, readiness assessment, matching, barrier supports and follow-up.	Use existing funded programming first; separately contract uncovered incremental work.
Training institution	Approved local instruction, instructors, assessments, credentials, records and student protection.	Tuition, employer sponsorship and awarded training funding; no municipal operating guarantee.
Apprenticeship sponsor and labour	Registered training agreement, logbook progression, dispatch and training capacity.	Own apprenticeship responsibilities; no claim that a diploma alone creates sponsorship.
Candidate	Voluntary participation, truthful eligibility information and agreed safety requirements.	No charge for ordinary referral services; individual training finance separately assessed.

The referral procedure should accept self-referrals and referrals from any qualified provider. Assess employment barriers, work authorization, program-specific prerequisites, transport and accommodations. The employer specifies genuine job requirements and interviews suitable candidates. Participation in a referral program does not guarantee work or compel a person to pay tuition. No automatic exclusion based on disability, social assistance or age should be used without a lawful, job-related reason.

Use a nonbinding MOU for coordination without payment commitments; use a legally reviewed service agreement when purchasing work or sharing personal information. Agreements must identify deliverables, eligible expenses, limits, evidence, insurance, complaints, confidentiality, retention, termination and funder permissions. Goodwill exclusivity or a paid sole-source arrangement requires its own lawful justification; preference to approach does not establish one.

Invite willing Indigenous employment and training organizations to design their own participation and reporting terms. Ask Delaware Nation and other relevant organizations how they wish to engage; do not designate them

as partners without agreement. Avoid transferring Indigenous identity or community data into municipal systems without authority and appropriate governance.

The participant pathway

A qualifying contract first produces an identified opportunity with a role, wage, schedule, job requirements and supervisor. The contractor liaison sends that opportunity to the non-exclusive provider network. Goodwill, CK Jobs or an equivalent organization screens voluntarily participating candidates, addresses readiness and barriers within its funded mandate, and refers suitable people. The contractor interviews and makes the lawful hiring decision. Paid work or registered apprenticeship then begins, followed by provider support and consent-based retention tracking.

The provider should explain what is and is not offered before referral: a real interview opportunity, not guaranteed employment, a municipal job or compulsory tuition purchase. Candidate preparation may cover work expectations, transport, childcare planning, documents and training access. It must not certify technical competence it is not authorized to assess. The employer verifies qualifications, accommodation and safe task assignment; approved technical instruction belongs to the training provider.

Map existing funding before purchasing services

For each proposed service, the provider and its funder should confirm whether screening, employment preparation, job matching, employer support, barrier assistance, placement follow-up and reporting are already financed for the intended clients. Record eligibility, limits, capacity, geographic reach, referral turnaround, construction experience and any wage-support terms. Some people or tasks may fall outside an existing agreement. The service map must distinguish lack of eligibility from lack of unused capacity; neither can be inferred from a website. [19–21]

The smallest pilot should use confirmed existing services and buy no duplicate screening or preparation. If extra case work or research is necessary, a separately costed service agreement must identify the uncovered work, lawful selection method, deliverables, funding limits and funder permission. Do not reimburse a contractor for wages already paid by another public program. External supports remain provider- or employer-administered according to their own rules, rather than a CK WORKS wage pool.

Readiness matching and retention

Use practical job descriptions and referral criteria rather than broad “job ready” labels. Ask whether a candidate can meet start times, travel, physical and technical demands with accommodation, work authorization and legitimate qualifications. No provider should promise medical fitness or exclude a person solely on disability or assistance status. Candidates may decline and may use another qualified provider without penalty. Existing funded eligibility is separate from a contractor’s hiring criteria. [22–24]

The contractor should provide timely, job-related feedback on interviews and vacancies, with safeguards for sensitive information. Providers should agree on one case lead with the participant where several organizations are involved. Coordinate rather than repeat assessments. An Indigenous organization participates only on terms it wishes to establish. Community Living and other qualified providers can broaden access when their experience and support model fit the actual work; no partnership is assumed.

After a paid start, the provider can address transport, work adjustment and other retention barriers within its authorized service scope. Safety instructions remain with the employer. Plan transitions before a short project ends: another assignment, another sponsor, classroom training or open-market job search. A season ending is not automatically program failure, but employment at six and twelve months must be verified rather than inferred. The follow-up budget must extend beyond construction completion.

Agreements privacy and accountability

A coordination MOU should specify contacts, opportunity flow, referral standards, complaints, non-exclusivity and the absence of financial commitments. A binding service or data-sharing agreement is required where duties, payment or personal information justify it. Counsel must establish statutory collection and disclosure authority; consent alone does not create municipal authority. Contractors and providers should disclose only the minimum information to the municipality, preferably coded verification and aggregates. Detailed payroll, medical or identity data should remain with the authorized custodian. [56]

Do not treat a participant complaint as a contract statistic only. Identify routes for employment, safety, accommodation, apprenticeship and provider-service concerns. A person can raise an issue without losing ordinary public services. Council reporting must suppress small cells and avoid publishing details that reveal an individual in a small crew. Participant and provider satisfaction should include adverse experiences and reasons for declining opportunities.

7 Contractor and apprenticeship model

Paid placements should be employment with wages and payroll obligations, not unpaid trials on productive municipal work. The Employment Standards Act and applicable construction exemptions must be reviewed, including wage, hours, vacation and termination rules. The paper does not rely on a generic student-placement exemption. Employers must meet Human Rights Code accommodation duties and applicable accessibility requirements. [22–24]

The Occupational Health and Safety Act allocates duties to constructors, owners, employers and supervisors. Contract labels do not eliminate statutory responsibilities. Counsel and risk staff must review CK's actual role and the interaction of owner and employer duties. Contractors must supply competent supervision, site orientation, required training, protective equipment and appropriate task limits. No trainee should perform regulated work merely because a college calls the course electrical or HVAC. [25, 26]

Require documented WSIB clearance where applicable, employer coverage, appropriate liability insurance, and review of paid versus educational placement coverage. Set insurance limits through Risk Management based on work, not an invented universal amount. Providers insure their own activities; colleges insure workshops. The municipality must not direct day-to-day trainee work in a way that unintentionally alters its legal role. Incident response and participant complaints must have named owners.

A registered apprentice receives training under a registered training agreement. Skilled Trades Ontario recognizes individual and group sponsors and requires sufficient facilities, qualified trainers and equipment. A college certificate is not an apprenticeship registration, Certificate of Qualification or guaranteed credit toward training. Verify compulsory-trade restrictions, journeyperson ratios, trade standards and any TSSA gas certification separately. [27–29]

Obtain the applicable construction collective agreements and dispatch rules before tendering; no specific CK construction bargaining obligation was verified in this research. Preserve existing workers' rights and do not displace experienced workers to meet a target. A union or group sponsor may provide continuity across short projects if it voluntarily agrees and meets the regulatory requirements. [15, 27]

Test the real construction market

No contractors, Goodwill representatives or labour organizations were interviewed for this revision. Before launch, conduct structured market sounding with major and small contractors, road builders, water and wastewater specialists, mechanical and electrical firms, general contractors, and unionized and non-union

employers. The research target of at least 20 employers may include this work rather than create a second parallel survey. Record negative responses and firms that choose not to bid.

Contractor question	Evidence sought	Design consequence
What work and hires are already planned?	Baseline crew, apprentices, vacancies and expected starts without CK WORKS.	Do not count the ordinary plan as new impact.
Who can safely supervise?	Named competent supervisors, task limits and time required.	Reduce learning hours or exclude the package if capacity is absent.
Can the firm sponsor or mentor?	Trade-specific sponsor status, qualified trainers and continuity.	Use verified individual or group sponsorship; do not invent registration.
What will the requirement cost?	Mentor hours, productive time, reporting, insurance and indicated premium.	Simplify duties and set a project-specific ceiling; no universal percentage.
How do dispatch and agreements apply?	Applicable agreement, referral route, ratios and existing rights.	Respect dispatch and agreements; do not compel a prohibited hire.
Will small firms still compete?	Administrative capacity, subcontract structure and reasons not to bid.	Use short templates and equivalent evidence; remove disproportionate duties.
What happens after this contract?	Follow-on work, classroom release and sponsor transfer arrangements.	Plan retention and progression; do not promise permanent employment.

For a mentor cost illustration only, three extra hours per week over twelve weeks at a loaded \$65 per hour cost \$2,340. Add sixteen reporting or induction hours at \$50 and the identifiable subtotal is \$3,140 before reduced production, equipment, insurance or the trainee's normal wage. These assumed rates are not contractor quotes. A paid entrant's wage may replace work already budgeted; counting the full wage as both extra contract cost and net new employment would be misleading.

Separate direct mentoring expense from the net productive contribution of the entrant. A trainee who performs useful work may offset some cost, but productivity cannot be assumed or obtained through unsafe tasks. Obtain trade-specific estimates. Small employers may have excellent apprenticeship records but no spare administrator; a common template and provider liaison can reduce burden without weakening proof. Do not require a stand-alone corporate workforce department.

Check the current trade's rules, qualifications and training standard before counting an apprenticeship commitment. A sponsor must provide the required training capacity and registered agreement. Municipal work may permit progression for an existing apprentice even when no new sponsorship is viable. Continuing apprentices and new registrations are different outcomes. Shared or union/group sponsorship can improve continuity only if an eligible organization voluntarily agrees. [27, 28]

Contractual labels cannot remove the municipality's actual owner or employer duties under OHSA. Risk Management and counsel should assess how municipal personnel interact with the site and avoid directing trainee tasks. O. Reg. 213/91 governs construction-specific hazards and procedures. Union dispatch, collective agreements, required qualifications and safe-water operations take priority over targets. [25, 26, 66]

8 Application to roads buildings and industrial servicing

Road and municipal construction are major candidate fields because CK already has an asset-renewal responsibility. CK's published asset portfolio includes roads, bridges, culverts, buildings and storm sewers; its capital and lifecycle planning, not CK WORKS, determines which works are needed. The proposed workforce application below is task-level analysis, not a finding that any named contract has safe vacancies. [59, 60]

Work category	Potential supervised learning	Conditions and exclusions
Road reconstruction and base preparation	Materials handling, measured layout assistance, compaction support and documented equipment familiarization.	Separate workers from moving plant and traffic; no novice operation without competence and authorization.
Concrete sidewalks curbs and structures	Form preparation, mixing or placing assistance, finishing skills and quality checks.	Competent supervision and PPE; bridge or lifting hazards may require narrower participation.
Drainage and culverts	Pipe preparation, surface assembly, surveying support and reinstatement.	Excavation and confined-space work require specialist controls; entry is not an automatic beginner task.
Equipment operation	Structured machine instruction and supervised progression where qualified.	Training area, insurer approval and competency assessment; observation alone is not operator qualification.
Traffic infrastructure	Approved support work in traffic-control or signal packages.	Required instruction and protected work zones; electrical tasks remain regulated.
Building rehabilitation	Carpentry, drywall or finishing, and supervised trade apprenticeship tasks.	Check asbestos, demolition, height, occupied-building and mechanical/electrical hazards.
Industrial servicing	Civil construction, drainage, utility assembly and appropriate apprenticeships.	Servicing must be independently justified; utility interfaces and energization restrict trainee work.

This matrix identifies possible learning categories only. The constructor and employers must prepare the actual task and hazard assessment under applicable law. O. Reg. 213/91 addresses construction requirements including protective equipment, traffic and excavation controls. Do not use the table as a site safety plan or authorize a participant to perform regulated work. Required training is a prerequisite to the task, not an outcome promised after exposure. [25, 26, 66]

Short resurfacing contracts, night closures, specialist bridge interventions and tight traffic windows may offer little useful supervision. Emergency repairs are excluded. A long reconstruction may be suitable if the prime and subcontractors have vacancies and mentors; a high-value materials-heavy contract may still be unsuitable. Choose tasks and duration first, then set the workforce schedule. Classify incidental site observation separately from paid, assessed learning.

Building rehabilitation may offer several trades, but fragmentation can leave each subcontractor on site briefly. The prime should map the sequence and referral points before promising starts. A participant cannot be moved between employers without clarifying payroll, supervision and sponsor responsibilities. Existing apprentices can gain additional task experience; report that progression without relabelling it as a new hire.

9 Application to water and wastewater

Separately justified water and wastewater projects may provide recurring construction opportunities in mains, pumping, treatment, electrical and mechanical systems. CK PUC states that its infrastructure requires rehabilitation or replacement; the proposed Water Resilience Strategy is a separate technical hypothesis, not approval for a regional network or construction pipeline. Each project must pass engineering, lifecycle, environmental, safe-water and funding tests before CK WORKS screening. [41, 61]

Potential package	Construction learning possibility	Hard boundary
Transmission or replacement mains	Civil work, pipe preparation, reinstatement and equipment skills.	Excavation, pressure testing, disinfection and system tie-ins require approved procedures and competence.
Wastewater mains and pumping	Pipe assembly, mechanical installation and supervised civil tasks.	Confined spaces, biological exposure and energized equipment may exclude entrants from particular tasks.
Treatment building construction	Carpentry, concrete, structural and trade apprenticeships.	Construction access must protect live operations and water quality.
Mechanical and electrical systems	Verified apprenticeships in eligible installation and maintenance tasks.	Compulsory trades, electrical isolation and sponsor requirements apply.
Welding and pipefitting	Supervised progression in work permitted by qualifications and specifications.	Project certification and quality acceptance cannot be waived to create a placement.
Equipment and civil works	Controlled learning in excavation support, grading and reinstatement.	Qualified operators and safe work zones; no unsupervised hazardous equipment use.

Construction trades and water-system operation are separate occupations and legal pathways. A welding, electrical or HVAC diploma and a construction placement do not authorize drinking-water or wastewater operation. Drinking-water certification is governed by O. Reg. 128/04 under the Safe Drinking Water Act; wastewater licensing by O. Reg. 129/04 under the Ontario Water Resources Act. Operating duties and operator-in-training pathways require their own eligibility, certification or licensing, supervision and system-specific rules. [67–69]

If CK PUC wishes to investigate an operator-in-training recruitment pathway, it should do so through its own staffing, certification and operational approvals, not count an unlicensed construction entrant as a water operator. A trades apprenticeship sponsor is not automatically an operating authority. Keep commissioning, valve changes, sampling and process-control decisions with authorized people under approved procedures. No workforce target can justify contaminating a system or impairing treatment.

The workforce plan should identify live-system restrictions, isolated construction zones, competent supervision, shutdown windows and the roles of constructor, owner and operating authority. Regulatory and engineering approvals determine access. Use a planned, safely separable rehabilitation package for the pilot; exclude emergency failures and time-critical specialized interventions. Future transmission or treatment concepts can be reconsidered only after independently approved scopes exist. [25, 26, 41, 66–69]

10 Application to CK 145

CK-145’s staged 40/40/40/25 attainable-homeownership proposal remains governed by its own delivery structure, affordability tests and authorizations. Private-builder construction, land disposition, development agreements and municipal servicing are not automatically the same procurement transaction. Counsel must identify which package, if any, is municipal purchasing and which is a private arrangement before inserting a CK WORKS clause. [38]

Qualifying servicing or building packages could provide supervised opportunities in carpentry, concrete, equipment operation and civil work, or verified plumbing, electrical and HVAC apprenticeships. The builder or subcontract employer hires, pays, supervises and sponsors where qualified. Small phases and sequential trades may offer too little work for a new apprentice but useful progression for an existing one. Avoid a compulsory campus course or referral source as a builder qualification.

Affordability is a hard stop. Draft 1’s arithmetic remains useful: an illustrative \$30,000 incremental requirement spread over 40 homes equals \$750 per home before financing and taxes. It establishes neither the payor nor acceptability. Assess the delivered price, financing, builder viability, bids and risk allocation. If a workforce condition materially increases buyer costs or undermines competition, reduce or exclude it. CK-145 must not sacrifice attainable ownership to improve CK WORKS placement totals.

Keep a separate schedule showing capital or builder cost, any identifiable workforce premium, who pays, approvals and participant outcomes. Cross-reference a servicing placement in both programs if useful, but count the person and paid hours once in municipal totals. No CK-145 funds, prices or legal powers are changed by receiving this paper.

11 First year procurement pilot

Begin with the smallest credible test: one newly solicited, already-authorized project using lawful plan, liaison, referral and reporting duties. Move to up to three contracts only if legal review, actual opportunities, staff time and partners justify it. Candidate categories remain road or servicing work, municipal building rehabilitation, and water or wastewater construction with the appropriate PUC authorization. These are project types, not a list of approved pilot contracts.

The pilot tests whether the procurement and provider connection converts real opportunities into additional paid work or learning without harming delivery. It does not promise a minimum number of jobs across arbitrary projects. A process-only contract can establish referral feasibility, but it cannot justify expansion unless verified paid outcomes or additional learning emerge. Numerical employment or paid-hours obligations require a cleared project-specific schedule before solicitation.

Selection record and pre issue requirements

Screen	Evidence before procurement	Failure response
Independent asset need	Actual capital identifier, approved scope, budget and authorization.	No CK WORKS pilot without a necessary approved project.
Useful duration and tasks	Work sequence, practical learning window and safe task assessment.	Exclude short or fragmented work without meaningful progression.
Opportunity and additionality	Vacancy or extra-learning baseline and expected candidate fit.	Exclude or narrow requirements if no incremental opportunity exists.

Screen	Evidence before procurement	Failure response
Supervision and sponsor	Qualified supervisor; verified sponsor where apprenticeship is proposed.	No apprentice-start commitment without legitimate sponsorship.
Referral capacity	Provider eligibility, funder permission, readiness and available support.	No assumed supply; adjust before issue.
Competition	Market sounding, likely bidders and small-firm burden.	Remove requirements that materially discourage capable bidders.
Cost and timing	Costed administration, estimated premiums and project schedule.	Separate approval; do not spend through an automatic percentage allowance.
Legality and monitoring	Written clause review, privacy authority, evidence and remedies.	Use a legally reviewed voluntary route or exclude the activity.

Do not retrofit requirements onto an awarded contract. The underlying infrastructure should proceed through its ordinary approvals if the workforce overlay fails. Emergency work, unsuitable hazards, specialized limited-supplier work, unavailable candidates, absent sponsors and disproportionate competition effects are exemptions. Publish aggregate selection and exemption reasons so exclusion does not look like an arbitrary waiver.

Operating sequence

Before bidding, staff and market participants validate duties and the reporting template through an open process. Providers confirm funded readiness and referral capacity. Procurement issues the cleared requirements to all bidders. The successful contractor designates a liaison and completes the workforce plan within the disclosed timetable. Opportunity notices are sent to the non-exclusive referral network; candidates interview, and the employer makes lawful hiring decisions. Monthly reporting and authorized evidence checks begin with the first paid start.

After award, the plan implements already-disclosed obligations; it cannot introduce a material new placement requirement. Record safe tasks and the employer for each opportunity. At completion, capture learning and the next employment step. Arrange six- and twelve-month follow-up even if it falls in Year 2 or later. The independent evaluator compares outcomes and cost with the baseline and suitable nonpilot evidence.

Candidate package design

Category	Pilot design focus	Do not assume
Road or servicing	Safe civil tasks and a credible period of supervised work.	That resurfacing or heavy equipment operation is automatically suitable.
Building rehabilitation	Trade sequence and mentor capacity, including subcontract employers.	That every short subcontract can sponsor a new apprentice.
Water or wastewater	Isolated construction tasks with PUC and operating-authority clearance.	That entrants may operate a live treatment or distribution system.

Staff should set capacity-based learning targets in the authorization report. Draft 1's 30 referrals, 12 paid starts and four apprenticeship starts are not carried forward as expected outcomes. A one-project pilot may produce fewer opportunities. Report actual counts and explain conversion losses. Council should decide whether the verified opportunity is large enough to produce useful evidence before spending, rather than invent a larger target to justify administration.

12 Cost and fiscal analysis

The original \$180,000 administration/feasibility envelope plus \$60,000 contract allowance mixed a broad campus investigation with procurement coordination. Draft 2 replaces it with three pilot scenarios and a separate optional training market-sounding budget. Existing staff capacity and already-funded employment services may reduce new cash expenditure; they do not erase resource cost. None of the amounts below is a municipal estimate, appropriation, quote or available funding.

Low cost base and higher support scenarios

Illustrative input	Low cost	Base	Higher support
Intended scale	1 contract	Up to 3 contracts	Up to 3 with greater support
Existing staff hours at assumed loaded \$60	200 h / \$12,000	450 h / \$27,000	750 h / \$45,000
External legal procurement and privacy review	\$8,000	\$15,000	\$22,000
Independent verification and evaluation	\$6,000	\$12,000	\$20,000
Forms reporting and outreach cash	\$2,000	\$4,000	\$7,000
Provider work not already funded	\$0	\$5,000	\$10,000
Subtotal new operating cash	\$16,000	\$36,000	\$59,000
Contingency for approved incremental contract cost	\$8,000	\$15,000	\$45,000
Other cash contingency	\$3,000	\$7,000	\$12,000
Maximum additional cash authority	\$27,000	\$58,000	\$116,000
Total municipal resource exposure	\$39,000	\$85,000	\$161,000

The staff rate and hours are assumptions, including employer costs, not verified municipal compensation or capacity. Managers must identify who can absorb the work, what work is displaced and whether overtime or backfill becomes cash expenditure. The external legal allowance is provisional: reusable reviewed clauses may reduce repeated cost, but complex trade-law or privacy review can exceed it. Independent evaluation should use a short pre-launch protocol and targeted evidence checks without claiming causal certainty from a tiny sample.

For the 200-hour low-cost staff assumption, a possible allocation is 50 hours for project selection and legal coordination, 40 for provider and contractor setup, 36 for monthly reporting review, 30 for verification and cost records, and 44 for retention follow-up and the final report. This is a workload test, not a staffing estimate. Procurement, project and employment managers must validate it against their existing work. If the required work cannot fit, reduce scope, authorize backfill openly or decline the pilot; do not conceal unpaid or displaced work.

The contract contingency is a maximum budget exposure for a subsequently approved, evidenced incremental premium or permissible change; it is not paid to a contractor simply for participating. Bidders price disclosed duties in the ordinary bid. Staff should first test whether liaison, referrals and simplified reporting are feasible within normal performance, but should never assume the duty is free. If no identifiable or plausible premium occurs, the contingency remains unused. Any change after award must comply with the original contract and approval rules, not retrofit obligations.

Full underlying capital budgets are excluded. Ordinary contractor wages and project costs are not new program spending merely because CK WORKS reports them. Record the attributable increment, including supervision, reduced productivity, administration and opportunity cost. Do not also add a premium already included in the approved contract price to total capital expenditure. Finance must show where workforce-related exposure is contained in the project budget and CK WORKS account.

Recommended smallest credible model

Recommend the low-cost one-project model, conditional on an actual vacancy or additional learning pathway, funded provider capacity, available staff and legal clearance. Council should first authorize a design tranche up to \$10,000 of new cash within the \$27,000 scenario, from a Finance-certified source. No remaining pilot implementation authority is implied. Staff should return with actual quotes, opportunity estimates, staff capacity and costs before Council releases further authority. Council may decline if even the smallest model lacks credible value.

The low-cost scenario reserves no new provider payment because it depends on confirmed existing funded services. If those services cannot cover necessary work, either reduce the scope or return for a costed revision. Do not silently make the base model automatic. The higher-support model is a stress case, not a recommended starting appropriation. It may be excessive for a handful of placements and should be rejected if evidence cannot support its cost.

Procurement research and contractor consultation belong in the pilot budget. A limited nonbinding local-training market sounding, if separately authorized, has an illustrative additional cash envelope of \$8,000–\$15,000 plus existing staff time of 50–100 hours at the same assumed \$60 rate. This is \$11,000–\$21,000 of resource cost, excluding detailed campus feasibility, site work and capital investment. Added to the low-cost pilot, the combined illustration is \$35,000–\$42,000 new cash and \$50,000–\$60,000 total resources. Approval of one does not authorize the other.

Include the cost of the twelve-month outcome follow-up in the approved work plan. The scenario evaluation and staff allowances are for the full follow-up commitment, although some spending may occur after Year 1. Finance should distinguish first-year appropriation from future-year authority rather than imply that every outcome can be evaluated within twelve months of Council approval. No recurring staff position or annual renewal is recommended.

Cost effectiveness and municipal fiscal limits

Use both additional paid employment and additional learning outcomes. Cost per demonstrably additional successful placement equals attributable incremental municipal resources divided by estimated additional paid

placements meeting the agreed duration and retention definition. Show the cash-only ratio alongside the full-resource ratio, and report apprenticeship progression and existing-worker learning separately. Avoid treating a new registration, training hours and employment of the same person as three separate jobs.

Additional six month successes assumed	Low resource cost \$39,000	Base resource cost \$85,000	Higher resource cost \$161,000
2	\$19,500	\$42,500	\$80,500
4	\$9,750	\$21,250	\$40,250
8	\$4,875	\$10,625	\$20,125

These are denominator sensitivities, not expected pilot outcomes; eight additional retained placements may be unrealistic for one project. At zero demonstrated additional success, the ratio is undefined and the program cannot claim success. Report the credible additionality range and the resulting cost range. The provisional \$20,000 benchmark retained from Draft 1 is a Council value judgment, not a verified best-practice standard. Obtain comparable existing-provider costs before adopting it; achieving it alone does not establish value.

The fiscal case should compare the pilot with ordinary contractor recruitment, existing employment services and a narrower voluntary partnership. Consider what services or capital priorities the staff time and cash would displace. Potential reduced assistance costs may accrue to other governments or depend on shared funding arrangements; they are not automatically CK savings. Do not use income tax, HST, unawarded grants or projected campus assessment to close the pilot budget. [13, 64, 65]

13 Outcome measurement and additionality

Track a referral pathway from referral to interview, paid start, registered apprenticeship, training progress and retained work. A placement is a unique person beginning paid work; recurring assignments do not create new people. Apprenticeship starts require verified registered training agreements. Paid learning hours and all paid work hours are different measures. Six- and twelve-month retention should include continued related work with another employer, with separate reporting of hours, wages and reasons for leaving.

Measure	Definition and evidence	Interpretation
Participating contractors	Signed plan and monthly report; include subcontractors without duplication.	Participation is an activity, not an employment outcome.
Referrals and interviews	Unique coded people, referral source and recorded employer decision.	Report conversion and reasons for nonselection.
Paid placements	Employer payroll start and wage evidence.	Distinguish new jobs, replacements, short assignments and pre-existing hires.
Apprenticeship starts	STO registration evidence and named sponsor.	Separate continuation from genuinely new registration.
Paid training hours	Payroll plus supervisor logs mapped to training tasks.	No double counting ordinary work hours as structured learning.

Measure	Definition and evidence	Interpretation
Completion and progression	Verified education credential or apprenticeship milestone.	A one-year pilot cannot establish completion of multi-year apprenticeships.
Retention at 6 and 12 months	Consented follow-up with employer or participant evidence.	Report unknown cases and denominators; no presumption that nonrespondents are employed.
Employer satisfaction	Standard survey on readiness supervision and recruitment.	Report respondent count and negative feedback.
Incremental cost	Administration, premiums, supports and opportunity cost.	Exclude underlying infrastructure construction value.
Campus outcomes	Starts, persistence, credentials, related employment and student cost.	Program-level evidence; no attribution to CK WORKS without a baseline.

Gross placements overstate impact if the employer would have hired the same person anyway, substitutes one candidate for another or uses a subsidized trainee instead of an existing worker. Record employer hiring plans before bids, recent apprentice intake and the participant’s prior status. Compare similar nonparticipating contracts and eligible referral candidates where feasible. The evaluator should report a credible range of additionality rather than assert causality from a before-and-after count.

Independent verification should be commissioned before launch, with a pre-agreed evaluation plan and access to evidence through the authorized custodian. Sample payroll, registration and training records; review exceptions and conflicts. An auditor should not rely entirely on contractor declarations. Avoid collecting sensitive identity or medical information to prove performance when a coded eligibility confirmation is sufficient.

MFIPPA governs municipal personal information. Section 28 limits collection; section 29 addresses collection procedure and notice, with use and disclosure rules elsewhere in the Act. Obtain a privacy assessment, lawful authority, notices, sharing agreements, security controls and retention schedule. Consent alone does not establish statutory collection authority. The current law flags privacy amendments effective January 1, 2027; launch-year counsel must incorporate requirements then in force. Publish small-cell-suppressed aggregates and keep identifiable records with designated custodians. [56]

Would this worker have been hired anyway

At contractor sounding and before final commitments, record intended crew, vacancies, planned hires, apprentices and normal mentoring. At referral, record the participant’s prior employment status through the authorized provider. At hire, seek a dated employer explanation of what changed because of CK WORKS. A declaration alone is not proof. Verify timing against pre-existing plans and compare with similar work and recruitment, recognizing small samples and selection bias.

Reporting category	Definition	Additionality treatment
Plausibly attributable new hire	New paid start with evidence the CK WORKS pathway changed access or staffing.	Report participant access separately from net new project headcount; evaluator assesses confidence.

Reporting category	Definition	Additionality treatment
Replacement hire	Fills turnover or a vacancy that would otherwise be filled.	Gross placement; no automatic net job claim. Access benefit may be assessed separately.
Pre-existing planned hire	Hiring already intended or arranged before the intervention.	Exclude from attributed employment; retain descriptive baseline.
Existing worker with extra training	Already employed, receives verified additional structured learning.	Count incremental learning or progression, not a new hire.
Existing apprentice continuing	Apprentice works under an existing registration.	Report continuity or added progression; no new registration claim.
New apprenticeship registration	Verified new registered agreement and sponsor.	Report separately; determine whether registration was already planned.
Short-term paid placement	Paid assignment that ends before the agreed success window.	Count hours and experience; no retained-success claim.
Six-month retained employment	Verified related work at six months, including another employer.	Count only with evidence and clear denominator.
Twelve-month retained employment	Verified related work at twelve months.	Longer outcome; unknown cases remain unknown.

Categories describe different dimensions and should not be added into a total. Each person has one unique municipal code, a hire-origin classification and separate flags for apprenticeship, learning, duration and retention. Replacement, planned and attributable hire origins should be mutually exclusive for a start. Six- and twelve-month outcomes refer to the same cohort; they are not extra jobs. Report current CK-resident outcomes descriptively where collection is lawful, without turning residence into an award or hiring requirement.

A proposed six-month success definition remains verified paid work for at least twelve weeks followed by related employment at six months. Also report wages and hours where lawful, reduced hours, employer changes and apprentices who continue training. The evaluator should distinguish a person gaining access to a job from an increase in total employment: a referral may improve inclusion while replacing another likely hire. Displacement at other employers and educational providers matters even if it is difficult to quantify.

No baseline interview or matched comparison fully proves causality. Classify attribution as supported, plausible, unsupported or unknown with reasons, and present sensitivity rather than a single inflated net-job total. Unknown follow-up is not employed, and an unverified claim is not a successful placement. Track how many people consented to follow-up, were reached and supplied verifiable evidence, while protecting ordinary service access for people who decline.

Activity indicators include meetings, plans, referrals and interviews. Outcomes include paid starts, verified learning, registrations, milestones and retention. Delivery indicators include asset completion, tender participation, premiums, complaints and schedule effects. All three belong in reporting, but activity cannot substitute for outcomes. An independently reviewed pilot report should reconcile the participant records, denominator and total resources, with no double-counting across CK-145, MIIF, providers and training institutions.

14 Risks stop conditions and decision gates

Risk	Early evidence	Mitigation and response
Higher construction cost	Bid estimates and contractor feedback show added supervision expense.	Cap incremental exposure; simplify obligations; stop expansion if value fails.
Reduced competition	Fewer bidders or exclusion of small firms.	Open market sounding; equivalent evidence; smaller reporting burden; review tender design.
Safety and unlawful task assignment	Missing credentials, supervision or required training.	Pre-start verification; restricted tasks; immediate suspension and incident process.
Displacement of existing workers	Reduced established crew while target hires rise.	Baseline crew and vacancies; prohibit target-driven displacement; report substitutions.
Weak apprenticeship sponsorship	No registered agreement or sufficient trainers.	Verify sponsor before counting; use qualified group sponsors only by agreement.
Insufficient campus demand	Interest fails to convert into financed applications.	Short leases and staged cohorts; no seat guarantee; cancel intake responsibly.
Instructor shortage	Unfilled posts or unaffordable wage expectations.	Obtain conditional instructor agreements before launch; reduce program scope.
Training for absent jobs	Employers need experienced staff rather than graduates.	Occupation-specific interviews and paid placement commitments; change or reject program.
Program duplication	Existing Chatham seats remain unused.	St. Clair and school-board review; share shops and expand gaps instead.
Provider withdrawal	Operator seeks assistance after opening or exits.	Operator finance and teach-out plan; enforceable lease protections; no rescue entitlement.
Grant denial or repayment	Intake closed, expenses ineligible or reporting failure.	Zero unawarded funding; funder confirmation; recipient bears compliance exposure.
Illegal private benefit	Free land or below-market rent proposed.	Independent valuation and written statutory authority; reject unsupported incentive.
Privacy breach	Identifiable payroll or demographic details circulated.	Coded verification, minimal collection, secure custodians and suppressed public cells.
Administrative cost exceeds benefit	Heavy case reporting with few additional outcomes.	Use existing services; independent cost review; wind down or narrow scope.
Weak retention and learner debt	Low completion or unrelated employment.	Program-level outcomes, counselling and lower-cost alternatives; pause expansion.
Counting activity as impact	Same hire claimed by provider, project and campus.	Unique identifiers; separate gross and net outcomes; independent audit.

The campus-specific rows remain relevant to the separately authorized training workstream. A failed campus intake does not itself mean the procurement pilot failed. Conversely, a new campus cannot excuse procurement harm or non-additional placements. The central pilot decision is whether the same infrastructure was delivered with worthwhile additional workforce value at acceptable cost.

Gate	Required evidence	Decision
Design report	Current rules, written legal screening, project pipeline, partners and funded work plan.	Return to Council; no implementation authority from receiving this paper.
Before each solicitation	Approved asset, cleared duties, safe tasks, real opportunities, sponsors, competition and cost.	Include, narrow, use a lawful voluntary route or exclude.
At award and mobilisation	Compliant bids, approved cost, executed schedule and verified supervision.	Do not implement an unsupported post-award obligation.
Interim pilot review	Paid outcomes, learning, referrals, costs, complaints, safety and delivery.	Correct or suspend future requirements if harm appears.
Six-month evaluation	Verified retention, additionality range, resource cost and comparison.	Renew only on evidence; small samples may support another bounded test.
Twelve-month update	Longer retention and progression, including attrition and unknown cases.	Revise prior findings and final scale decision.
Separate local training decision	Sustained demand, financed learners, approved instruction, site and private funding.	Operator-led cohort or satellite decision, with separate municipal approval where needed.

Hard stops apply to unlawful terms, unsafe supervision or work, absent legitimate sponsorship for an apprentice commitment, interference with collective agreements, unfunded exposure and unsupported material changes. Withdraw or redesign the affected workforce provision; protect lawful infrastructure completion. Suitable candidates being unavailable is a reason to reduce or exclude a commitment rather than coerce an unsuitable hire.

Competition alerts include fewer than three compliant bids where comparable work normally attracts three or more, documented bidder withdrawal because of the requirement, and exclusion of capable small firms. Review scope, market conditions and causation rather than conclude CK WORKS caused every lower count. Attributable premiums above Council's project ceiling and material workforce-related schedule impacts require corrective action before further solicitations. These are proposed review rules, not reasons automatically to cancel an essential capital contract.

Do not expand if credible additionality is absent, existing-worker displacement is unresolved, retention is weak or administration exceeds demonstrated benefits. Under the provisional \$20,000 full-resource benchmark, the \$39,000 scenario would require at least two demonstrably additional successes to meet that arithmetic; meeting it is not a forecast or sufficient approval test. A useful learning outcome may justify a separately stated value case, but must not be used to conceal failure to produce the employment outcome Council authorized.

Campus expansion retains the original gates: program-specific financed enrolment, employer demand and sponsors, compliant local delivery, instructor availability and private capital that survives conservative enrolment. Require at least two completed local cohorts with independently reviewed outcomes before municipal support for permanent expansion is considered. Any municipal involvement requires its own legal and financial case; there is no rescue or student-guarantee entitlement.

15 Relationship with MIIF and the Municipal Land Bank

MIIF remains a separately governed catalytic-capital mechanism: “Fund the bottleneck, not the whole project.” A qualifying, independently justified capital contract partly financed through MIIF could receive cleared CK WORKS provisions. MIIF does not finance tuition, general wage subsidies, college operations, permanent employment programs or CK WORKS administration under this proposal. Any separate authorization for an administrative expense must demonstrate MIIF’s lawful mandate and cannot be inferred from receiving CK WORKS. [40]

The Municipal Land Bank can identify, evaluate and lawfully prepare or dispose of strategic sites within its separately approved mandate. It is neither a CK WORKS financing pool nor a campus property subsidy. No site is allocated here. Fair-market transactions, independent valuation, competing uses and separate approvals remain required; private-campus assistance must pass Municipal Act anti-bonusing and any actual statutory exception. Detailed site and land analysis is retained in Appendix E. [13, 39, 43–46]

Program	Permitted relationship to CK WORKS	Financial and authority boundary
CK 145	Assess suitable private-builder packages in 40/40/40/25 stages. [38]	Preserve buyer affordability and builder viability; contracts may not be municipal procurement in every structure. Separate legal review and incremental cost.
Municipal Land Bank	Evaluate sites and competing public uses. [39]	No automatic property allocation, financing or preferential campus price.
MIIF	Workforce measures may accompany a separately justified enabling project. [40]	Fund the bottleneck, not the whole project. No tuition, wage pool, college operating support or change in MIIF mandate.
Water Resilience	Possible construction trades on approved rehabilitation or connections. [41]	Protect resilience, lifecycle tests and safe-water compliance. College graduates do not automatically qualify as operators.
Roads buildings industrial servicing	Project-specific trainee and apprenticeship opportunities.	Existing authorized project first; workforce benefits cannot justify unnecessary construction.

Use separate authorization identifiers and accounts for CK WORKS administration, each capital contract, any MIIF financing and any campus transaction. A single placement associated with a CK-145 servicing contract may be cross-referenced in several reports but counted once in municipal totals. Capital cost, workforce premium, student assistance and recoverable financing must never be blended into a claimed economic multiplier.

Infrastructure authorization, CK WORKS administration, project premiums, any MIIF financing, housing delivery and local training must have distinct approval references and accounts. Aggregate reporting may cross-reference

them but never sum the same capital dollar or placement more than once. CK WORKS does not amend any of the referenced policy drafts or turn unapproved proposals into funded projects.

16 Local skilled trades training capacity

The supporting question is whether sustained workforce demand justifies more approved practical instruction physically within Chatham-Kent. Existing Chatham capacity must be assessed first. St. Clair lists Electrical Techniques, Electrical Engineering Technician and Powerline Technician at its Chatham campus. Consult the college about seats, utilization, shop capacity, apprenticeship delivery and opportunities to expand locally before alleging an educational gap. A regional course catalogue is not proof of local availability or shortage. [1, 2]

Welding, HVAC and refrigeration, plumbing and pipefitting, industrial maintenance and equipment operation remain subjects for program-specific demand research. Employers may need licensed experienced workers rather than new diploma graduates. Confirm the credential, workplace tasks, sponsors, wages and feasible learner intake. Training in London or Windsor alone does not meet this supporting local-delivery objective. Rural access, transport and childcare within CK also require attention. [8–12]

Procurement evidence can contribute by identifying recurring tasks, referrals and apprenticeship needs. It is unlikely by itself to finance a multi-trade institution; private-sector employer demand and financed learner applications must carry their own evidence. Approved short courses, employer upskilling and collaboration with existing institutions may meet some gaps without a permanent campus. Detailed training gap and provider matrices are preserved in Appendix B.

17 Local cohort satellite and permanent campus options

Option C, initial approved cohorts in a compliant leased or shared local facility, remains the least-commitment test. Option B, a permanent satellite, may follow repeated viable cohorts and a pipeline of learners and employers. Option A, a full permanent private campus, is unproven and should remain primarily an operator-financed opportunity. North American Trade Schools is one recruitment target among qualified institutions; neither it nor another provider has committed to Chatham. [9, 30–34]

Option	Major financial finding from retained assumptions	Decision
C Initial local cohorts	21 annual starts cover assumed operating cash costs; 24 include simple capital recovery.	Preferred test only after actual cost, intake and approvals establish viability.
B Permanent satellite	50 annual starts cover assumed operations; 57 include capital recovery.	Consider after demonstrated local demand and operator funding.
A Permanent private campus	100 annual starts cover assumed operations; 118 include capital recovery.	No present proof of sufficient paying students or private finance.

These break-even figures are unchanged analyst scenarios, not Chatham forecasts or operator profitability claims. Appendix C retains tuition, fixed costs, equipment and facility allowances, startup investment, working capital, collection losses, cohort capacities and sensitivity tables. All base launch-year cash flows are negative; operating surpluses are before debt service, taxes, replacements and equity return. The municipality provides no guaranteed students or operating-loss backstop.

A new location requires its own applicable registration and program/campus approvals; an existing London approval is not enough. Instruction and practical workshops promised by the local proposal must physically occur in CK. Student contracts, complaints, refunds, teach-out, instructor qualifications, regulator-specific requirements and OSAP designation require separate verification. Public-college and apprenticeship classroom delivery have their own approval pathways. Detailed preserved analysis is in Appendix D. [27–29, 32, 35–37, 42]

Conduct a nonbinding market sounding or EOI only under separate authorization. It should first invite collaboration that adds local capacity without duplicate courses. Appendix F retains the open EOI, ownership and financial disclosure requests, approved-local-delivery requirements and no-subsidy alternative. Any permanent campus, municipal land transaction, incentive or facility investment must return through separate lawful Council processes. CK WORKS procurement success is assessed independently.

18 Funding opportunities

Funding availability was checked during this research. All uncertain programs and unawarded grants are zero in the financial models. Eligibility to apply is different from an award, permission to start spending or reimbursement. Obtain current guidelines and written funder confirmation of lead applicant, costs, ownership, matching contributions, stacking, procurement, timelines and reporting before commitments.

Mechanism	Status and potential use	Applicant and restriction
SDF Training Stream	Official page lists Closed; potential future delivery support. [47]	Municipality, employer, nonprofit or eligible sponsor may lead; colleges are co-applicants. No current intake assumed.
SDF Capital SEED and GROW	Official listing Open on continuous intake until allocated. Technical planning and facilities. [48, 49]	Eligible lead can include municipality, employer, nonprofit or union; career and public colleges partner. Not ordinary operating revenue.
Employment Ontario and CK Jobs	Existing publicly funded employment services. [19, 20]	Provider eligibility and agreements control supports; confirm unused capacity rather than budget new screening.
Better Jobs Ontario	Individual assistance, needs assessed; up to \$28,000 for up to one year or \$35,000 for over one to two years. [50]	Eligible individuals apply through a provider. Training and living costs compete within limits; no college revenue guarantee.
OSAP	Separate school and program designation required. [42]	Student-specific eligibility; confirm Chatham program before advertising availability.
Ontario Achievement Incentive	Milestone-based employer support advertised up to \$17,000. [51]	Eligible sponsors and milestones; not upfront campus capital or universal reimbursement.
Federal AJCTC	10% eligible wages, maximum \$2,000 per eligible apprentice per year. [52]	Nonrefundable employer tax credit for eligible first-two-year Red Seal apprentices; not municipal cash.
Canada Apprentice Loan and EI	Eligible technical-training support; not college startup funding. [53]	Apprentice eligibility and training-specific rules; no automatic diploma assistance.

Mechanism	Status and potential use	Applicant and restriction
Federal UTIP and related programs	Program pathways exist; a current open suitable call was not established. [54, 55]	Equipment and innovation eligibility differs; union involvement required for innovation. Recheck exact call.
Federal apprentice grants	AIG and ACG closed March 31, 2025. [53]	Exclude from financing.
Employer sponsorship equipment and instruction	Possible private contributions; none committed.	Require signed terms, paid placement obligations and valuation; avoid counting in-kind support as cash.

A consortium could combine Goodwill or another eligible lead, a training institution, employers, willing labour partners and CK. Choose the lead based on eligibility, asset ownership, delivery capacity and accountability, not municipal prestige. The capital stream’s SEED pathway supports technical planning and GROW supports facility investment. A funded building does not fund annual instructors or assure demand. Exact cost caps, match rates and agreement conditions were not established from complete current guideline files and must be resolved before an application. [48, 49]

Maintain four separate funding schedules: startup capital and technical planning; training delivery; individual learner assistance; ongoing operations. Show payor, recipient, restriction, award status and eligible period for each. No expense may be claimed twice. If an award is reimbursed after expenditure, the party incurring costs must finance the delay; CK must not silently become the bridge financier.

This revision rechecked the official funding listings on 7 October 2026. The Training Stream remains listed Closed; the current available-funding page lists Capital Open with continuous intake until allocation. A separate archived closed-opportunities page also contains an older Capital listing. Use the current application stream and written funder confirmation, not a generic search result or prior announcement, before any commitment. Funding remains zero until awarded and eligible spending is authorized. [47–49, 71]

The procurement pilot should not depend on a campus capital grant. Existing Employment Ontario services are the first referral pathway; employer-specific supports stay with eligible employers and sponsors. A possible consortium involving qualified providers, employers, willing labour or Indigenous partners, an institution and CK must identify the eligible lead and accountable recipient. No party’s participation, award or in-kind contribution is assumed.

19 Implementation timeline

Period	Primary procurement and employment work	Separate training work
First 90 days	Legal review, approved-project screening, contractor sounding, funded service map and costed Council report.	Limited nonbinding provider outreach if separately authorized; confirm existing Chatham capacity.
Months 4 to 6	Council authorization, cleared schedules, agreements and first suitable solicitation.	Open market sounding or EOI; no land or operating commitment.

Period	Primary procurement and employment work	Separate training work
Months 7 to 12	Paid opportunities, verified learning, monthly reports and competition/cost review; expand to three only if justified.	Compare proposals and evidence; detailed feasibility only through a separate funded decision.
Year 2	Independent six-month evaluation and later twelve-month update; renew, narrow or stop.	Local cohorts only if operator demand, finance, site, instructors and approvals are ready.
Years 3 to 5	Selective expansion after outcomes and delivery safeguards hold.	Consider satellite or full campus only with sustained demand and predominantly private investment.

The clock starts with actual authorization and funding. Procurement timing, construction seasons, regulatory review and instructor recruitment can change the sequence. If near-term contracts are already issued, select the next suitable approved pipeline rather than add obligations retrospectively. No operating campus deadline is promised. Follow-up runs from each participant's paid start, so a final twelve-month result can occur well after the pilot's first calendar year.

20 Draft Council direction

Proposed direction for adaptation to a staff report. Receiving the paper grants no procurement, campus, land or funding authority. Bracketed financial fields and actual delegated authorities must be completed by Finance, Legal and the Clerk before adoption.

1. Receive CK WORKS Draft 2 as a proposal to investigate workforce-development value in qualifying, independently justified municipal capital procurement.
2. Direct the CAO, Procurement and Legal Services to complete legal and purchasing review, including CFTA, CETA, By-law 19-2026, the Municipal Buy Ontario Procurement Directive, labour, safety, privacy and construction-payment requirements.
3. Direct staff and the PUC where applicable to identify a small number of already-approved capital projects suitable for screening, starting with one and considering up to three; require actual project identifiers, funded scopes and schedules.
4. Consult major and small contractors, Goodwill, CK Jobs, equivalent qualified providers, employers, apprenticeship sponsors, organized labour and willing Indigenous organizations on real opportunities, funded service capacity, supervision and competition.
5. Prepare legally reviewed, project-specific workforce provisions and monitoring schedules; preserve non-exclusive referrals and prohibit unsupported geographic hiring or supplier preferences.
6. Establish incremental cash and staff costs, opportunity baselines, additionality categories, paid learning and retention measures, competition and delivery indicators, and proportionate independent verification before launch.

7. If separately appropriated, authorize only a design tranche up to \$10,000 from [Finance-certified source], within the proposed low-cost scenario; require staff to return to Council with actual costs and authority before procurement implementation or further pilot expenditure.
8. Return with a costed pilot authorization report, project-specific exposure limits and the full twelve-month follow-up obligation; the illustrative \$27,000 cash and \$39,000 resource totals are planning scenarios, not automatic implementation approvals.
9. Separately consider a nonbinding market sounding for additional trades-training capacity physically in Chatham-Kent, with its own scope and budget and no operator selection, guaranteed students, municipal land or operating support.
10. Require any permanent campus, satellite, property transaction, CIP assistance, acquisition or facility investment proposal to return through a separate Council decision with regulatory, legal and financial evidence.
11. Preserve the separate mandates, authorizations, accounts and reporting of CK-145, MIIF, the Municipal Land Bank, Water Resilience, municipal capital planning and CK WORKS; prohibit duplicate counting and unsupported transfers.
12. Require aggregate interim reports, an independent evaluation and stop/go recommendations; discontinue or narrow workforce requirements that fail legality, safety, competition, affordability, additionality, delivery or public-value tests.

21 Conclusions and matters for further review

The answer to the central question is conditional. Necessary capital spending can support a pathway to paid opportunity and learning, but Draft 2 has not established that a mandatory CK workforce clause is lawful, that local construction has unused safe capacity, or that the additional outcomes will justify cost. A one-project, legally cleared and independently evaluated pilot is the smallest credible way to resolve those questions. It should proceed only after the ordinary asset, competition and budget tests pass.

The answer to the subordinate training question is also conditional and separate. Local cohorts offer the lowest-commitment test; a satellite may follow sustained results; a full private campus is not presently proven. The procurement framework can succeed without any new college if necessary infrastructure is delivered and verifiable additional paid work, apprenticeship progression or useful learning occurs at acceptable cost.

The next review must obtain a written clause-level procurement opinion, certified purchasing amendments, actual approved pilot projects, contractor feedback and cost estimates, provider/funder capacity confirmation, legitimate sponsor evidence and a privacy-approved evaluation protocol. Training decisions additionally require current registry records, existing-college consultation, occupation-specific demand, financed learner applications, instructor availability, facility quotes and operator capital. Full current funding guidelines remain required before application or spending.

No employer, contractor, Goodwill representative, labour organization or college was contacted on the user's behalf. No commitment is inferred from a website. No current reserve capacity, approved pilot contract, awarded funding, guaranteed intake or net economic multiplier is claimed. Failure of an evidence gate should change or reject the affected component. The governing principle remains: Build the infrastructure. Build the workforce. Keep more of the opportunity in Chatham-Kent.

Appendix A Contractor workforce schedule and sample clause

The following material preserves Draft 1's drafting aid and adds the fields needed to implement it. It is subject to municipal legal, procurement, labour, privacy and risk review. It has no legal force until completed, cleared, disclosed and incorporated into an authorized contract.

Schedule field	Required entry before solicitation
Project and authority	Capital identifier, approved scope, funds, procurement instrument and opinion reference.
Baseline	Planned crew, intended hires, existing apprentices and normal training.
Binding deliverable	Exact process, paid learning or employment commitment and responsible employer.
Aspirational target	Clearly separate, with no implied numerical minimum.
Safe work and sponsor	Task limits, supervisor, required qualifications and sponsor where applicable.
Evidence and deadline	Plan, aggregate monthly return, payroll or learning verification and due dates.
Adjustment	Documented grounds, permitted limits and delegated approval under original terms.
Remedy	Notice, cure and legally cleared consequence; no improvised payment withholding.

Illustrative drafting aid requiring municipal legal procurement labour privacy and risk review. This text is not approved for insertion into a tender. Project-specific obligations, schedules, remedies and authority must be completed before issuance. Delete any requirement that fails treaty review; do not negotiate a new substantive obligation after award.

Proposed contract wording

1. The Contractor shall designate a workforce liaison within ten business days after award and submit a Workforce Development Plan within twenty business days. The Plan shall identify relevant tasks, forecast vacancies, existing apprenticeship capacity, competent supervision, safe learning opportunities, referral contacts and a reporting schedule. These duties form part of the Contract Price.
2. The Contractor shall engage with qualified employment-service providers identified in the procurement documents, or equivalent qualified providers, to consider suitable candidates for genuine paid opportunities. Goodwill and Chatham-Kent Jobs may participate on a non-exclusive basis. Hiring remains subject to lawful qualifications, safety, accommodation, collective agreements and the Contractor's legitimate employment requirements. No municipal residency or local head-office preference is imposed.
3. The Contractor shall deliver the project-specific commitments, if any, expressly stated in the Workforce Schedule included with the solicitation. The Schedule shall distinguish mandatory paid hours or positions from aspirational targets. No numerical commitment shall be implied from the general program description. In the absence of a stated binding minimum, compliance is measured through the required process deliverables and truthful records.
4. All placements counted as paid employment shall be paid by the responsible employer under applicable employment law and collective agreements. Apprenticeship starts shall be counted only upon verification of a registered training agreement and sponsor. The Contractor shall not substitute trainees for required qualified

workers or assign unauthorized regulated tasks. Employment, safety, insurance and supervision obligations remain with the responsible parties under law.

5. Within ten business days after each month, the Contractor shall provide an aggregate report of referrals considered, interviews, paid starts, paid learning hours, verified apprenticeship progression and departures. Authorized verification shall use coded participant records and appropriately restricted payroll or registration evidence. Personal information shall be handled only under the approved privacy and data-sharing arrangements. The municipality will publish aggregate information only.
6. If opportunities cannot be delivered because suitable candidates, supervision or safe tasks are unavailable, the Contractor shall promptly document the reason, referral efforts and proposed corrective action. The Contract Administrator may approve only the adjustment process and limits stated in the original Contract. Such approval shall not excuse legal noncompliance, authorize an unfunded change or materially alter the competition.
7. Failure to provide required process deliverables or deliberate misreporting shall trigger notice and the cure procedure stated in the Contract. Any service credit, damages, withholding or termination remedy must be expressly defined in the solicitation, proportionate and legally enforceable, and consistent with statutory payment obligations. The municipality shall not withhold statutory construction payments under an improvised CK WORKS penalty.
8. The Contractor shall cooperate with authorized independent verification and consent-based retention follow-up arrangements. Records shall be retained for the period established in the approved records schedule. Nothing in this clause guarantees a candidate employment, tuition support, apprenticeship registration or a municipal contract renewal.

Counsel must add subcontractor flow-down, evidence-access limitations, collective-agreement interaction and construction payment/adjudication requirements. The Construction Act may govern payment, liens, holdback and adjudication; workforce reporting must not create an unauthorized exception. [57]

Draft 2 addition to the reporting schedule: classify each paid start as plausibly attributable, replacement or pre-existing planned hire; separately flag existing-worker extra training, continuing apprenticeship, new registration, duration and retention. The plan should record the baseline and prohibit deliberate displacement to meet a CK WORKS target. This addition requires the same clause-level review as the preserved wording.

Appendix B Training gaps and prospective providers

This appendix preserves useful Draft 1 research for the supporting local-training decision. It does not establish operator interest, registration at a proposed CK location or sufficient financed enrolment. The main procurement program is not contingent on an operator responding.

Training area	Current evidence	Decision before offering a Chatham cohort
Electrical and powerline	St. Clair lists three relevant Chatham programs. [1]	Confirm seats, waitlists, curriculum and apprenticeship credit; prioritize collaboration over a duplicate diploma.
Welding and fabrication	St. Clair offers Welding Techniques; NATS offers a welding diploma regionally. [2, 10]	Confirm Chatham delivery availability and employer demand by process, certification and shift.

Training area	Current evidence	Decision before offering a Chatham cohort
HVAC and refrigeration	NATS London lists HVAC; HiMark offers gas-focused HVAC training. [9, 12]	Separate gas certificates from refrigeration apprenticeship; verify TSSA approvals and local placement hosts.
Plumbing and pipefitting	Fanshawe lists Plumbing Techniques in London. [11]	Verify CK demand for trainees versus licensed plumbers and available sponsors.
Industrial maintenance	Manufacturing replacement pressure is a broad signal. [8]	Identify millwright, controls and maintenance tasks; obtain occupation-level demand and employer commitments.
Construction equipment	Potential road and servicing applications are a policy hypothesis.	Require safe yard access, equipment, instructors, insurer approval and employers able to hire graduates.

North American Trade Schools is a plausible recruitment target. Its official material identifies it as a division of Career College Group and lists London, Brampton and Burlington, with welding, HVAC, electrical and other programs. Career College Group's history records a Brampton move in 2023 and prior expansion of programs and facilities. This demonstrates a multi-site operating model, not an intention to expand into Chatham. Ultimate beneficial ownership, financial strength and the opening date and approval details of Burlington were not independently established. [9, 30, 31]

Institutional self-report of registration must be checked against Ontario's registry for each legal entity, campus and program, including fees, delivery mode, enforcement records and performance indicators. This research found the official registry route but did not obtain a completed current registry record for each prospective operator. No clean compliance record is certified. Ask respondents for a dated registry extract and written ministry confirmation of the proposed Chatham delivery. [32]

Prospective institution	Relevant capability	Chatham proposition and unresolved issue
NATS and Career College Group	Multi-campus private trades delivery; official London program list. [9, 30]	Invite leased cohorts or satellite and private capital proposal; verify entity ownership, registry, outcomes and local approvals.
St. Clair College	Existing Chatham electrical and powerline programs; regional skilled-trades capability. [1, 2]	First collaboration discussion for additional local shops or cohorts; confirm available capacity and public-college funding.
Fanshawe College	Plumbing and building-trades programs, apprenticeship delivery. [11, 33]	Invite Chatham-based approved delivery; London attendance alone does not meet the initiative.
HiMark	Six Ontario locations; gas-focused training and custom employer delivery advertised. [12, 34]	Potential focused local HVAC cohort; verify Chatham approval, placement pay, TSSA requirements and wider refrigeration scope.
Qualified union or employer consortium	Group sponsorship recognized by STO. [27]	Potential apprenticeship delivery partner; must establish approved instruction and local workshop capacity, not just sponsor status.

Invite other qualified institutions through an open EOI. Do not select a provider based on brand recognition alone. Compare net student cost, curriculum fit, shop hours, instructor qualifications, program-level completion and related employment, placement quality, finances, student protections and private capital. A public institution's lower tuition may depend on approved public funding; a private operator's tuition may reflect a different duration and credential.

Option	Advantages	Main exposure	Recommendation
A Permanent private campus	Broad local identity and possible multi-trade scale.	Large fit-out, enrolment and instructor risk; potential municipal pressure after investment.	Recruit as an operator-led possibility; do not subsidize or acquire before evidence.
B Permanent satellite	Shared administration and curriculum; narrower program launch.	Continuing lease and staffing costs; parent can close or relocate.	Consider after cohorts demonstrate repeat demand and operator financing.
C Initial local cohorts	Tests actual demand with limited lease commitment and reusable equipment.	Small scale, timetable and shop availability; approval still needed.	Preferred first step, with a physical Chatham facility and expansion conditions.

Option C must be substantial hands-on local delivery of an approved program or clearly defined approved training, rather than a recruitment office or occasional seminar. Hybrid theory may be considered where approved, but practical workshops and the promised local instruction must occur in Chatham. Temporary delivery is not a regulatory shortcut. Include storage, equipment access, instructor continuity and learner completion if a facility closes.

Appendix C Detailed campus financial model

The following is a transparent scenario model, not a valuation of NATS, HiMark or a public college. All cost inputs, hypothetical fees, cohort sizes and utilization assumptions are analyst-created tests. They are deliberately independent of any municipal subsidy. Obtain signed facility quotes, instructor compensation, equipment lists, program timetables, regulatory budgets and operator forecasts before relying on them. Public-college grants are excluded because no delivery allocation was established.

Published price benchmarks show the need to test ability to pay: NATS lists \$19,300 tuition plus \$450 books for its welding diploma; HiMark lists an all-inclusive HVAC price of \$12,755.55, subject to change. Credentials, duration and inclusions differ. These are reference prices, not Chatham quotations or directly comparable offers. The model below uses net instructional fees of \$18,000, \$16,000 and \$12,000 as hypothetical average prices. [10, 12]

Model definitions and formulas

N is annual new student starts, not concurrent students or graduates. T is the average fee attributable to one start; q is the fraction ultimately collected and retained after refunds, attrition and credit losses; V is variable cash cost per start; F is annual fixed cash operating expense. Revenue = $N \times T \times q$. Operating expense = $F + N \times V$. Operating cash surplus = $N \times (T \times q - V) - F$. Operating break-even = ceiling[$F \div (T \times q - V)$]. The model assumes equivalent full delivery within the annual accounting horizon; longer programs require monthly cohort revenue and cost schedules rather than treating all cash receipts as earned revenue.

Startup investment K includes fit-out, equipment and launch activity but excludes purchase of land or a building. Additional working capital W is a liquidity allowance. Free cash flow in launch year = operating cash surplus – K – W, before financing and tax. An illustrative annual capital-recovery charge $K/10$ tests ten-year recovery without interest. It is not accounting depreciation or a lender's debt service. No grants, equipment donations, tuition increases, residual asset sales or student guarantees enter the base case.

Input	A Full campus	B Satellite	C Local cohorts
Training scope assumption	Three shop-based program streams	Two program streams	One focused program
Indicative leased area	15,000 sq ft	7,500 sq ft	Shared 3,000 sq ft equivalent
Annual base rent assumption	\$180,000	\$90,000	\$30,000
Annual starts capacity	144	80	32
Cohorts and seats	6 × 24	4 × 20	2 × 16
Net fee T	\$18,000	\$16,000	\$12,000
Variable cost V per start	\$3,000	\$2,500	\$2,200
Fixed cash expense F	\$1,350,000	\$600,000	\$180,000
Startup investment K	\$2,500,000	\$900,000	\$250,000
Working capital W	\$350,000	\$150,000	\$60,000

Area and rent assumptions are not appraisals or market evidence. The \$12/sq-ft base rent used for A and B excludes utilities and occupancy extras, separately included below. Option C assumes paid access to an existing compliant shop. If no suitable shared facility exists, its startup and fixed costs may approach a satellite. None includes a heavy-equipment operating yard or a new building; either requirement demands a separate model.

Annual fixed expense assumption	A	B	C
Rent and occupancy extras	\$240,000	\$120,000	\$35,000
Instructional staff and benefits	\$600,000	\$260,000	\$80,000
Administration admissions and shared services	\$240,000	\$105,000	\$20,000
Utilities insurance maintenance	\$180,000	\$75,000	\$25,000
Compliance recruitment and other fixed costs	\$90,000	\$40,000	\$20,000
Total F	\$1,350,000	\$600,000	\$180,000

Staffing is a cost envelope, not an approved staffing ratio. A assumes roughly six instructional positions at \$100,000 fully loaded each; B assumes about 2.6 equivalent positions at that rate; C budgets \$80,000 for contracted delivery. Fractional positions require workable schedules and availability. If delivery hours exceed funded instructor time, these cases fail. Variable costs cover consumables, learner materials, assessments and learner-related costs; no cost is to be counted again in fixed expenses.

Startup assumption	A	B	C
Fit-out ventilation electrical and code work	\$1,200,000	\$380,000	\$80,000
Equipment shop tooling and IT	\$1,000,000	\$380,000	\$110,000
Approval curriculum recruitment and launch	\$150,000	\$80,000	\$40,000
Contingency	\$150,000	\$60,000	\$20,000
Total K	\$2,500,000	\$900,000	\$250,000

These low-detail startup allowances may be inadequate for several regulated trades or a contaminated industrial conversion. Contingency must increase after surveys identify risk. Include nonrecoverable taxes and deposits in operator quotes; tax treatment has not been determined. The model's startup allowances do not include the minimum security or fund premiums required by the regulator as separately priced items; the compliance envelope must be replaced by an actual statutory-cost schedule.

Conservative base and optimistic scenarios

Conservative cases use 90% fee realization, base cases 92%, and optimistic cases 95%. Variable and fixed costs remain unchanged to isolate enrolment and collections effects. Option C's optimistic 32 starts uses both 16-seat cohorts fully; larger numbers require additional capacity and a revised cost model. Figures are rounded to the nearest dollar.

Model and case	Starts	Mean per cohort	Fee revenue	Cash expense	Operating surplus
A Conservative	72	12.0	\$1,166,400	\$1,566,000	\$-399,600
A Base	108	18.0	\$1,788,480	\$1,674,000	\$114,480
A Optimistic	138	23.0	\$2,359,800	\$1,764,000	\$595,800
B Conservative	36	9.0	\$518,400	\$690,000	\$-171,600
B Base	60	15.0	\$883,200	\$750,000	\$133,200
B Optimistic	76	19.0	\$1,155,200	\$790,000	\$365,200
C Conservative	16	8.0	\$172,800	\$215,200	\$-42,400
C Base	24	12.0	\$264,960	\$232,800	\$32,160

Model and case	Starts	Mean per cohort	Fee revenue	Cash expense	Operating surplus
C Optimistic	32	16.0	\$364,800	\$250,400	\$114,400

Launch-year free cash flows in the base cases are negative \$2,735,520 for A, negative \$916,800 for B and negative \$277,840 for C, including working capital. Operators must finance those amounts and any additional reserve needed for adverse scenarios. The base operating surpluses of \$114,480, \$133,200 and \$32,160 are before debt service, tax, replacement equipment and return on equity. They do not prove profitability.

Model	Margin per start	Operating break even	Mean per cohort	With capital recovery	Mean per cohort	Capacity
A	\$13,560	100	16.7	118	19.7	144
B	\$12,220	50	12.5	57	14.2	80
C	\$8,840	21	10.5	24	12.0	32

A requires 100 starts to cover operating cash costs and 118 with simple capital recovery. B requires 50 and 57. C requires 21 and 24. Mean cohort counts are arithmetic averages; actual delivery needs integer intakes and sufficient seats in each program. At base enrolment, A does not recover its startup investment over ten years; B and C do under the assumed inputs. Interest and equipment replacement could change that conclusion.

Under enrolment and cost sensitivity

Stress applied to base case	A surplus	B surplus	C surplus
20% fewer starts	\$-178,416	\$-13,440	\$-10,272
10% lower fee	\$-64,368	\$44,880	\$5,664
15% higher fixed costs	\$-88,020	\$43,200	\$5,160
Fee realization falls to 85%	\$-21,600	\$66,000	\$12,000

Fractional starts in the 20% stress are used solely for sensitivity; an actual intake is an integer. A is vulnerable even to moderate price or cost pressure. B depends on maintaining shared administration and instructors; C depends on a low-cost compliant shared shop. Demand diversification is useful only if it does not multiply fixed shop costs faster than revenue.

If investors instead require a 10% annual recovery or return on K, the model produces the same arithmetic charge as K/10, but the economic interpretation differs. A real financed case requires principal amortization, interest, covenants and working-capital interest. Require monthly cash flow for at least 36 months, delayed student assistance, refunds, instructor replacement and a no-grant case. Do not use a ten-year payback proxy as evidence that a bank will lend.

Employer short courses and sponsored seats can diversify revenue, but count them only after signed agreements and their incremental costs. A donated machine reduces capital outlay only after suitability, ownership, maintenance and insurance are agreed. An employer releasing an instructor may incur replacement labour costs. The model excludes both income sources rather than assume free resources.

Draft 2 preserves these assumptions and calculations to avoid discarding the commercial discipline. They are not charged to MIIF or the procurement pilot. A separately commissioned operator business case should replace the inputs and model monthly program-specific intake, cash collection, teaching cost, approvals and financing. Enrolment attributable to municipal demand must be distinguished from private-employer or general learner demand.

Appendix D Training approvals and learner safeguards

The Ontario Career Colleges Act requires registration and vocational-program approval where applicable. Ontario describes the approval threshold as programs of at least 40 instructional hours costing more than \$2,000, subject to exemptions. Registration requires financial security and Training Completion Assurance Fund arrangements; renewals and changes require attention. An existing approved London program does not prove approved delivery at a new Chatham location. [35–37]

Before advertising or enrolling, obtain ministry confirmation of campus, program, delivery mode and capacity approvals and any regulator-specific authorization. Require written student contracts, refund and complaint procedures, transcripts and a teach-out plan. Gas training and other regulated instruction may require additional approval. OSAP designation is a separate verification and must not be inferred from career-college registration. [35–37, 42]

A public-college delivery proposal requires the institution's own authorization and applicable ministry processes. Apprenticeship in-class training requires approval as a Training Delivery Agent for the specific delivery, not simply a diploma curriculum. Legal and educational review should distinguish an introductory vocational program, pre-apprenticeship, apprenticeship classroom level, industry certification and employer upskilling. Report the credential actually obtained.

Quality controls should require program-specific instructor qualifications, practical assessment, safe student-to-instructor ratios, employer advisory input and audited outcomes. Outcomes must identify related employment, wages, hours and denominator, not a general institutional employment percentage. A provider's willingness to open a campus is insufficient if learners incur high debt for weak employment results.

Appendix E Municipal land facilities and campus fiscal case

The provider's commercial surplus is not municipal revenue. CK principally receives municipal taxes and fees where legally applicable; personal income tax, sales tax and payroll deductions are not CK revenue. College property-tax treatment, assessment class, exemptions and CIP rebates require verification. Set municipal incremental campus revenue to zero in the initial feasibility budget rather than invent a fiscal payback. [13, 43]

The municipal case should compare a funded coordination pilot and market sounding with continued existing services, contractor-led recruitment and expansion of St. Clair's local offerings. Include staff opportunity cost, procurement premiums, lost land alternatives, asset lifecycle costs and student outcomes. More local spending is not automatically additional production. Imports of equipment, displaced courses and commuting reduce the amount retained locally.

CK's business-park pages establish that municipal and private industrial land exist, but marketing listings do not certify educational zoning, current availability or suitability. Bloomfield may have servicing advantages yet consume land intended for employment-intensive industry and be difficult for transit-dependent students. Prefer assessing existing leased commercial or industrial space and shared institutional shops before recommending greenfield construction. No address is selected by this paper. [44, 45]

The Land Bank may inventory and compare properties, obtain valuations and coordinate diligence within its separately approved mandate. It cannot assign a building to CK WORKS or supply a financing pool. A shortlist must compare floor loading, ceiling height, three-phase power, gas, ventilation, welding exhaust, fire separation, accessibility, washrooms, storage, parking, transit and expansion. Equipment operation requires a safely separated yard. Environmental, asbestos, building-code and land-use review precede any occupancy.

Municipal Act section 106 prohibits direct or indirect assistance to commercial enterprises, including money, guarantees, below-market leases or sales and fee exemptions. Section 107 grant authority is expressly subject to section 106. Do not assume a private college is exempt because it delivers education. Section 106(3) recognizes particular Planning Act section 28 and tax-assistance exceptions; section 106.1 permits specified provincial regulations, not automatic municipal discretion. [13]

A fair-market lease or sale with independent valuation and lawful approval is the default private-campus pathway. CIP assistance requires a qualifying project, applicable program and eligible costs under the adopted plan, not a generic appeal to economic development. CK published a November 2025 CIP document; Planning and Legal must establish whether the precise campus use qualifies and prevent reimbursement of the same costs twice. Public-college or nonprofit arrangements require separate entity-specific analysis and cannot be used as a conduit to bonus a commercial operator. [43]

Ontario's July 2026 SDF guidance describes a Planning Act exemption for qualifying capital projects under ministry funding agreements. Its exact statutory applicability must be checked for the proposed site and use. An EOI or hoped-for award does not activate it, and it should not be read as removing building, fire, safety or other regulatory obligations. The baseline facility assessment should retain ordinary approvals unless the ministry and counsel confirm an applicable exception. [46]

Appendix F Nonbinding local training Expression of Interest

Working title: Chatham Skilled Trades Training Initiative. Purpose: identify qualified institutions prepared to deliver approved practical trades education physically in Chatham, potentially through initial cohorts, a permanent satellite or a permanent private campus. This EOI is market research, not procurement award, land disposition, funding approval or authority to advertise unapproved education.

The municipality should issue the EOI openly and allow approximately eight weeks for responses, with an optional site-information session and a published questions process. Timings are proposed and may be adjusted. Respondents may propose a consortium but must identify the legal education provider and the party responsible for student protection. Existing public and private institutions are eligible to respond; no operator is preselected.

Information requested

- Legal entity, ownership and control, financial statements or independently verified financial capacity, insurance and operating history.
- Current registration, approved programs, campus locations, regulator approvals, enforcement disclosures and program-level completion and related-employment results.

- Chosen local model, programs, credential and duration, shop hours, instructor qualifications, cohort size and annual physical capacity.
- Evidence of CK learner demand, admissions prerequisites, tuition and total student costs, financial-assistance status and transport accessibility.
- Signed or conditional employer demand, paid placement and apprenticeship sponsorship commitments; distinguish expressions of interest from contracts.
- Facility specifications and identified options, required improvements, zoning and safety review, equipment ownership and expansion requirements.
- Thirty-six-month monthly cash flow with conservative, base and optimistic enrolment; startup costs, working capital, funding status and private investment.
- Municipal requests, if any, separately priced with proposed legal authority; a no-municipal-subsidy alternative is required.
- Proposed opening schedule conditional on approvals, minimum viable intake, withdrawal conditions, refunds, teach-out and student records continuity.

Review responses using a published market-assessment matrix: educational fit and nonduplication, 25%; evidence of demand and employer participation, 25%; financial resilience and private investment, 25%; local delivery and access, 15%; governance and student protection, 10%. These weights are proposed screening aids, not an award formula. A subsequent service procurement or property transaction must use its own approved competitive process and legal rules.

The EOI should state that CK may decline all responses, request clarification, publish a nonconfidential summary and pursue collaboration with more than one institution. Respondents bear preparation costs. Confidentiality is subject to applicable municipal access law. No land, rent discount, grant, guaranteed students, exclusivity or regulatory approval is promised.

Draft 2 sequencing condition: issue only under separate market-sounding authorization. Ask respondents to explain how the proposal complements existing CK capacity and responds to sustained employer evidence. No procurement-pilot approval implies approval of this EOI, a site, incentives, an operator or a campus.

Appendix G Audit worklist and preserved demand research

Prioritize procurement and employment evidence first. The training worklist is a supporting diligence package for its own future decision. The original broad learner research targets are proposed investigation targets rather than funded tasks or expected enrolment.

Unresolved item	Required evidence	Owner to approach
Procurement legality	Written CFTA CETA and municipal directive opinion for actual clauses.	Municipal Legal and Procurement
Current rules	Certified purchasing amendments and approved capital package records.	Clerk Procurement Finance and PUC
Campus demand	Financed applications and occupation-specific paid employer demand.	Workforce Board employers and school boards
Operator status	Registry approvals enforcement KPI ownership and financing.	Provider ministry and independent reviewer

Unresolved item	Required evidence	Owner to approach
Apprenticeships	Trade-specific sponsors ratios training standards and continuity.	STO contractors and labour
Site costs	Condition zoning environment code equipment and lease quotations.	Planning Property Risk and operator
External funding	Complete current guidelines intake and signed award conditions.	Lead applicant and funder
Existing funded services	Eligibility capacity and funder permission for incremental tasks.	Goodwill CK Jobs and other providers
Net impact	Pre-launch evaluation protocol and comparable alternative cost.	Independent evaluator
Learner safeguards	Student contracts financing counselling accessibility and teach-out.	Provider ministry and employment organizations

School boards should supply aggregate Grade 12 cohorts, OYAP participation, transitions and expressed program interest. Employment providers should supply aggregate eligible clients, prior education, preferred trades and barriers. Survey at least 100 prospective learners across youth, unemployed residents and career changers as a proposed target. Ask about a specific approved credential, all-in price and schedule; general interest is weaker evidence than financing-qualified applications.

Build a program catchment model rather than borrowing a regional population marketing claim. For illustration only, 600 reachable prospects × 20% expressing program-specific interest × 50% meeting admission criteria × 50% securing finance × 70% attending produces 21 starts. None of these inputs is measured. Losing one stage can erase the cohort; survey and application data must replace each assumption.

Draft 2 priority gap	Evidence to obtain	Accountable owner
Actual pilot projects	Approved identifiers, dates, tasks, budgets and technical approvals.	Capital owner Procurement Finance and PUC
Contractor market	Baseline hiring, supervision, quotes, bidding concerns and labour constraints.	Procurement and independent evaluator
Funded service capacity	Eligible services, availability, funder permissions and nonduplicate scope.	Employment and Social Services with providers
Additionality protocol	Classification, lawful evidence access, comparisons and uncertainty method.	Independent evaluator with Legal
Public value test	Comparable provider outcomes, alternative uses of funds and Council benchmark.	Finance and evaluator
Leakage baseline	Proportionate cost split, commuting and input origin; unknown share disclosed.	Evaluator with contractor consent where needed

Before external audit, reconcile every material claim with its dated source or assumption, verify current laws and links, and document changes in recommendations. Neither this revision nor the render review constitutes a legal opinion, employer consultation or independent financial audit.

Appendix H Source register

All online sources below were retrieved or located through official-source search on 7 October 2026. URLs are clickable. Published dates are included where established. “Official indexed extract” means the official source was available through search text but full direct retrieval was blocked or not completed. Institutional sources establish advertised offerings, not independent verification of status or outcomes. Unpublished policy drafts are separately identified.

[1] St. Clair College. Chatham Campus. Current program location listing.

<https://www.stclaircollege.ca/programs/locations/chatham-campus>

[2] St. Clair College. Welding Techniques and School of Skilled Trades. Current program documentation; Chatham availability requires confirmation.

<https://www.stclaircollege.ca/index.php/programs/welding-techniques>

[3] Municipality of Chatham-Kent. Purchasing By-law 19-2026. Passed 23 February 2026. Sections 24, 34–35 and procurement framework. Enacted PDF and relevant sections retrieved.

<https://www.chatham-kent.ca/localgovernment/bylaws/Documents/19-2026%20Purchasing%20By-law.pdf>

[4] Canadian Free Trade Agreement Secretariat. Article 504.3 Covered Procurement Thresholds Effective January 1 2026 to December 31 2027. 27 November 2025.

<https://www.cfta-alec.ca/wp-content/uploads/2025/11/Article-504.3-Covered-Procurement-Thresholds-Effective-January-1-2026.pdf>

[5] Canadian Free Trade Agreement. Chapter Five Government Procurement. Articles 503–504 and related provisions.

<https://www.cfta-alec.ca/cfta-agreement/chapter-five-government-procurement>

[6] Government of Ontario. Municipal Buy Ontario Procurement Directive. Updated 10 April 2026. Official indexed extract; confirm operational guidance and applicable regulations.

<https://www.ontario.ca/page/municipal-buy-ontario-procurement-directive>

[7] Global Affairs Canada. CETA Chapter 19 Government Procurement, especially Articles 19.1, 19.2 and 19.4; Government procurement thresholds 2026–2027.

<https://www.international.gc.ca/trade-commerce/trade-agreements-accords-commerciaux/agr-acc/ceta-aecg/text-texte/19.aspx?lang=eng>

[8] Chatham-Kent Workforce Planning Board. 2025 Local Labour Market Plan. February 2026. Pages 4–7; source data and forecasts have differing vintages.

<https://www.ckworkforce.ca/researchreports/Documents/2025%20Local%20Labour%20Market%20Plan%20ENG.pdf>

[9] North American Trade Schools. London Campus. Institutional program listing.

<https://nats.ca/campuses/london/>

[10] North American Trade Schools. Structural and Pressure Vessel Welding Diploma. Institutional tuition and program page.

<https://nats.ca/programs/welding/>

[11] Fanshawe College. Plumbing Techniques. 2026–2027 offerings and program documentation.

<https://www.fanshawec.ca/programs/plq1-plumbing-techniques/current>

[12] HiMark. HVAC Co-op. Institutional program, hours, locations and advertised all-inclusive price.

<https://himark.ca/courses/hvac/>

[13] Ontario. Municipal Act 2001, SO 2001 c 25. Sections 8–11, 106, 106.1, 107 and 270. Current official indexed extract; transaction-specific opinion needed.

<https://www.ontario.ca/laws/statute/01m25>

[14] Ontario. Questions and Answers Broader Public Sector Procurement Directive. Historical FAQ; municipal exclusion and partner applicability require current designation check.

<https://www.doingbusiness.mgs.gov.on.ca/mbs/psb/psb.nsf/Attachments/BPSPProcDir-FAQ-eng/%24FILE/BPSPProcDir-FAQ-eng.html>

[15] City of Toronto. Social Procurement Program and Policy. Current webpage; workforce provisions and collective-agreement requirements.

<https://www.toronto.ca/business-economy/doing-business-with-the-city/social-procurement-program/>

[16] City of Toronto. Social Procurement Program Review. 2024. Discussion of blanket equity targets and data and dispatch constraints.

<https://www.toronto.ca/legdocs/mmis/2024/ex/bgrd/backgroundfile-251407.pdf>

[17] City of Toronto. Community Benefits Framework. Updated 13 January 2026; framework and separate agreement context.

<https://www.toronto.ca/city-government/accountability-operations-customer-service/long-term-vision-plans-and-strategies/community-benefits-framework/>

[18] City of Hamilton. Procurement Sub-Committee agenda. 7 March 2025. Community Benefits and Social Value Procurement HSC24042/FCS24069. Agenda evidence only; full impact evaluation not established.

<https://pub-hamilton.escribemeetings.com/Meeting.aspx?Agenda=Addendum&Id=30a5ae8d-2dda-477d-8d8a-ec2d35777442&lang=English>

[19] Goodwill Industries Ontario Great Lakes. Chatham Career Centre. Existing advertised free employment services.

<https://www.goodwillindustries.ca/chatham-career-centre/>

[20] Municipality of Chatham-Kent. Chatham-Kent Jobs. Employment, employer and retention supports and Employment Ontario funding statement.

<https://www.chatham-kent.ca/community/employmentsupport/Pages/CK-Jobs.aspx>

[21] Community Living Chatham-Kent. Adult Supports. JOBWORX listing; specific capacity requires consultation.

<https://www.clc-k.ca/what-we-do/supports/adult-supports/>

[22] Ontario Human Rights Commission. Your guide to special programs and the Human Rights Code. Section 14 interpretation; current Code must also be checked.

<https://www.ohrc.on.ca/en/your-guide-special-programs-and-human-rights-code>

[23] Ontario. Employment Standards Act 2000, SO 2000 c 41. Current official statute listing, consolidation from January 2026.

<https://jobs.ontario.ca/laws/statute/00e41>

[24] Ontario. Integrated Accessibility Standards, O Reg 191/11. Current consolidated version; employment and communication requirements.

<https://www.ontario.ca/laws/regulation/110191>

[25] Ontario. Occupational Health and Safety Act OHSa. Official overview of coverage and statutory duties. Updated 12 May 2025.

<https://www.ontario.ca/page/occupational-health-and-safety-act-ohsa>

[26] Ontario. Guide to the OHSa Part III Duties of employers and other persons. Statutory responsibilities; actual site roles require legal review.

<https://www.ontario.ca/document/guide-occupational-health-and-safety-act/part-iii-duties-employers-and-other-persons>

[27] Skilled Trades Ontario. Sponsor an apprentice. Sponsor eligibility, training capacity and group sponsors.

<https://www.skilledtradesontario.ca/apprenticeship/sponsor-an-apprentice/>

[28] Ontario. Building Opportunities in the Skilled Trades Act 2021, SO 2021 c 28. Current consolidation.

<https://www.ontario.ca/laws/statute/21b28>

[29] Ontario. Career college programs that require regulator approval or accreditation. Binding policy directive effective 1 January 2024.

<https://www.ontario.ca/page/career-college-programs-require-regulator-approval-or-accreditation>

[30] North American Trade Schools. Current official homepage and campus listing. Institutional self-report of Career College Group relationship.

<https://nats.ca/>

[31] Career College Group. About Us. Institutional expansion history; ultimate ownership not established.

<https://careercollegigroup.com/about-us/>

[32] Ontario. Search for a career college in Ontario. Official registry route and information available. Individual current records remain a diligence gap.

<https://www.ontario.ca/page/search-career-college-ontario>

[33] Fanshawe College. Donald J Smith School of Building Technology and Design. Program and apprenticeship capabilities.

<https://www.fanshawec.ca/programs-and-courses/schools/donald-j-smith-building-technology-design>

[34] HiMark. About Us. Institutional registration, TSSA and custom training claims; verify separately.

<https://himark.ca/about/>

[35] Ontario. Operating a career college. Registration, financial protection and program approvals.

<https://www.ontario.ca/page/operating-career-college>

[36] Ontario. Career college program review and approval. Approval criteria and application process.

<https://www.ontario.ca/page/career-college-program-review-and-approval>

[37] Ontario. Ontario Career Colleges Act 2005, SO 2005 c 28 Schedule L. Current statute listing.

<https://jobs.ontario.ca/laws/statute/05p28>

[38] Ryan Gow. CK 145 Attainable Homeownership White Paper. Second Draft, 30 September 2026. Unpublished policy reference; opening scope read from current file.

[39] Ryan Gow. Chatham Kent Municipal Land Bank White Paper. Draft 3, 1 October 2026. File titled Land bank final .docx. Unpublished policy reference; governing scope reviewed.

[40] Chatham Kent Municipal Infrastructure Investment Fund White Paper. Draft 2, 1 October 2026. Unpublished policy reference; catalytic mechanism and exposure boundaries reviewed.

[41] Chatham Kent Water Resilience Strategy. Version 2, 3 October 2026. Current file modified 4 October. Unpublished technical policy reference; opening recommendation and scope reviewed.

[42] Ontario. Career colleges. Links to registration and OSAP approved-school search. Updated 22 July 2025. Separate financial-aid verification needed.

<https://www.ontario.ca/page/career-colleges>

[43] Municipality of Chatham-Kent. Community Improvement Plan. November 2025 plan document. Program and expense eligibility require full project review.

<https://www.chatham-kent.ca/EconomicDevelopment/programs/Documents/Community%20Improvement%20Plan%20By-Law%20%28November%202025%29.pdf>

[44] Municipality of Chatham-Kent. Real Estate and Business Parks. Property-information route; availability not certified.

<https://www.chatham-kent.ca/EconomicDevelopment/invest/realestate/Pages/Real-Estate-and-Business-Parks.aspx>

[45] Municipality of Chatham-Kent. Bloomfield Business Park. Marketing listing and serviced-land context; no campus suitability conclusion.

<https://www.chatham-kent.ca/EconomicDevelopment/invest/realestate/Pages/Bloomfield-Business-Park.aspx>

[46] Ontario MLITSD Employment Ontario Partners Gateway. Planning Act Changes Related to SDF Capital Stream Projects. 23 July 2026.

<https://eopg.labour.gov.on.ca/en/planning-act-changes-related-to-skills-development-fund-sdf-capital-stream-projects/>

[47] Ontario. Skills Development Fund Training Stream. Official page lists Closed; municipalities eligible as leads, colleges as co-applicants.

<https://www.ontario.ca/page/skills-development-fund-training-stream>

[48] Ontario. Skills Development Fund Capital Stream. SEED and GROW purposes and continuous intake. Official indexed extract.

<https://www.ontario.ca/page/skills-development-fund-capital-stream>

[49] Ontario. Available funding opportunities from the Ontario Government. Current SDF Capital entry lists Open and applicant roles.

<https://www.ontario.ca/page/available-funding-opportunities-ontario-government>

[50] Ontario. Better Jobs Ontario. Current assistance, eligibility and needs-assessment requirements.

<https://www.ontario.ca/page/better-jobs-ontario>

[51] Ontario. Hire an apprentice. Achievement Incentive milestones and eligibility. Updated 25 September 2026.

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[52] Canada Revenue Agency. Apprenticeship job creation tax credit. Eligible salaries, cap and first-two-year requirements.

<https://www.canada.ca/en/revenue-agency/services/tax/individuals/topics/about-your-tax-return/tax-return/completing-a-tax-return/deductions-credits-expenses/line-41200-investment-tax-credit/apprenticeship-job-creation-tax-credit.html>

[53] Employment and Social Development Canada. Apprenticeship Grants. AIG and ACG closure and other apprentice supports.

<https://www.canada.ca/en/services/jobs/training/support-skilled-trades-apprentices/grants.html>

[54] Employment and Social Development Canada. About the Union Training and Innovation Program. Program components and eligibility; funding amount not used because newer announcement differs.

<https://www.canada.ca/en/employment-social-development/programs/union-training-innovation.html>

[55] Employment and Social Development Canada. Improving access to training for the skilled trades apprentices helping to build Canada strong. 6 February 2026. Announcement is not an open application or award to CK.

<https://www.canada.ca/en/employment-social-development/news/2026/02/improving-access-to-training-for-the-skilled-trades-apprentices-helping-to-build-canada-strong.html>

[56] Ontario. Municipal Freedom of Information and Protection of Privacy Act, RSO 1990 c M56. Sections 28–29 and flagged January 2027 amendments.

<https://www.ontario.ca/laws/statute/90m56>

[57] Ontario. Construction Act, RSO 1990 c C30. Payment, holdback and adjudication provisions to be reviewed for actual contract.

<https://www.ontario.ca/laws/statute/90c30>

[58] Global Affairs Canada. Canada's approach to government procurement in international trade. Published 2026–2027 CETA sub-federal thresholds.

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[59] Municipality of Chatham-Kent. Our Municipal Budgets. 2026 approved-budget document route; actual pilot project selection remains outstanding.

<https://www.chatham-kent.ca/localgovernment/budget/Pages/Our-Municipal-Budgets.aspx>

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<https://www.chatham-kent.ca/localgovernment/budget/Pages/Asset-Management-Plan.aspx>

[61] Municipality of Chatham-Kent. Queen's Line and Merlin Road Construction Work Now Completed. September 2025 completion notice, approximately \$6 million awarded contract; and Water and Wastewater Rates, updated 16 January 2026, asset renewal and separate PUC context. Retrieved 7 October 2026.

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<https://www.chatham-kent.ca/services/water/Pages/Water-and-Wastewater-Rates.aspx>

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[64] Canada Revenue Agency. Employers' Guide Payroll Deductions and Remittances, T4001. Federal/provincial income tax, CPP and EI remittance framework. Retrieved 7 October 2026.

<https://www.canada.ca/en/revenue-agency/services/forms-publications/publications/t4001/employers-guide-payroll-deductions-remittances.html>

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<https://www.ontario.ca/laws/regulation/910213>

[67] Ontario. Certification of Drinking Water System Operators and Water Quality Analysts, O. Reg. 128/04 under the Safe Drinking Water Act 2002. Current indexed consolidation. Retrieved 7 October 2026.

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[68] Ontario. Licensing of Sewage Works Operators, O. Reg. 129/04 under the Ontario Water Resources Act. Current official regulation route and indexed text. Retrieved 7 October 2026.

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[69] Ontario. Drinking water operator certification; Licensing Guide for Wastewater Operators. Separate operating credentials and pathways. Retrieved 7 October 2026.

<https://www.ontario.ca/page/drinking-water-operator-certification>

<https://www.ontario.ca/page/licensing-guide-wastewater-operators>

[70] Ontario. Municipal Buy Ontario Procurement Directive. Official PDF dated April 2026, indexed effective-date schedule and requirements; direct retrieval blocked. Located 7 October 2026. Obtain certified current guidance before implementation.

<https://www.ontario.ca/files/2026-04/mpbsd-p-municipal-buy-ontario-procurement-directive-en-2026-04-13.pdf>

[71] Ontario. Closed funding opportunities from the Ontario Government. Archived SDF Capital and Training entries; distinguish from current open Capital listing in source 49. Retrieved 7 October 2026.

<https://www.ontario.ca/page/closed-funding-opportunities-ontario-government>

Financial provenance: all new contract-dollar allocations, pilot allowances, hourly rates, scenario outcomes and sensitivities are analyst assumptions or arithmetic identified beside the tables. Campus assumptions remain from Draft 1. No scenario input is an employer quote, student forecast or funding commitment. Policy drafts 38–41 remain unpublished scope references, not adopted legal authorities.