

CDMM System Audit

Internal coherence, originality, systems effects, Fair Shot measurement and website architecture

Prepared for Bola Ademolu

Evidence cut-off: 15 September 2026

Assessment status: Critical review of a proposed architecture—not an endorsement, forecast, legal opinion or website rewrite

Controlling instruction. *This audit treats Bola Ademolu’s established CDMM architecture as the model under examination. It does not redesign CDMM, create an additional Autonomy, or replace its human purpose with generic policy language. It tests whether the architecture can withstand municipal, academic, economic, legal and systems-level scrutiny.*

Contents

- Executive verdict
- - 1. Scope, method and evidence discipline
- - 2. The architecture under audit
- - 3. Internal coherence: contradictions and missing links
- - 4. Autonomy-by-Autonomy scrutiny
- - 5. Municipal, legal and governance scrutiny
- - 6. Evidence and originality audit
- - 7. Systems-effects research
- - 8. Fair Shot measurement framework
- - 9. Website architecture recommendation
- - 10. Overall conclusion
- Appendices: implementation specification, originality protocol, source register and publication claim control

Executive verdict

Bottom line

CDMM is **internally coherent as a statement of purpose and as a proposed theory of municipal capacity**. Its central chain is intelligible: people receive one life and deserve a fair shot; communities invest in people and remove structural barriers; municipalities build durable capacity across nine interdependent fields; locally retained value is reinvested; and future residents inherit productive community capacity rather than only liabilities.

CDMM is **not yet internally complete as an implementable, transferable operating model**. The missing material is not a tenth Autonomy. It is the connective tissue that makes the nine established Autonomies function as one accountable system: a definition of what “full CDMM” means, rules for capital allocation and cross-subsidy, a jurisdiction-by-jurisdiction authority test, governance separation between owner/regulator/customer roles, a consolidated workforce and risk model, an intergenerational balance sheet, and a measurable Fair Shot framework.

The appropriate public position today is therefore:

CDMM is a distinctive proposed municipal-development architecture with globally precedented components. Its integrated effects and economic returns remain hypotheses to be tested locally. No exact comparator to the complete architecture was identified in this audit; that is not sufficient evidence for an unqualified “world’s first” claim.

Five decisive findings

1. **The human purpose is the strongest organizing principle.** “One Life. A Fair Shot,” “Invest in Ourselves,” people as a productive resource, community inheritance, meaningful voice and municipal self-authorship form a coherent moral and practical sequence. The concept weakens when “productive resource” is allowed to imply that human worth depends on paid economic output. CDMM needs an explicit dignity safeguard without changing its architecture.
2. **The Nine Autonomies cover the major systems that shape everyday capability, but naming the fields does not by itself integrate them.** Housing, food, fuel, health, mobility, skills, resources, energy and digital access interact through common land, capital, labour, data, energy, procurement and governance constraints. Those dependencies must be evaluated together even when projects are phased separately.
3. **The largest opportunity is systemic, not sectoral.** Housing stability can improve health and employment continuity; mobility and connectivity can expand labour-market reach; workforce investment can reduce delivery bottlenecks; energy, digital and water redundancy can protect critical services; and better targeted services can strengthen trust. These are plausible reinforcing loops. They are not automatic, and the same integration can create correlated debt, cyber, workforce, political and operational risks.
4. **The current evidence supports precedent and plausibility more strongly than impact.** Municipal utilities, public and community housing, municipal broadband, municipally run retail, community wealth building, participatory budgeting, public-purpose finance and cooperative enterprise all have precedents. CDMM’s defensible originality is the way it assembles the exact nine fields around Fair Shot, inheritance, voice and local adaptation—not the novelty of municipal ownership, local procurement or reinvestment by themselves.
5. **The live website currently contradicts the established architecture.** It presents “six interconnected pillars” on one page and “three core pillars and extended initiatives” on another; leads with an economic framework rather than the human purpose; treats MGA and enterprises as the visible centre; and

publishes scenario numbers and claims such as self-sustaining growth, dramatic cost reductions and genuine fiscal autonomy without an inspectable model. The website should be reorganized only after the architecture, claim controls and scorecard are settled.

Audit status by domain

Domain	Audit status	Basis
Human purpose and ethical direction	Coherent, with one safeguard needed	The Fair Shot, investment, voice and inheritance concepts reinforce one another; “productive resource” requires dignity and non-coercion language.
Nine-field coverage	Coherent	The exact nine fields collectively address the main material and institutional constraints on capability.
Cross-Autonomy integration	Partly specified	Dependencies are acknowledged, but no single dependency, capital, workforce, data or risk architecture is yet authoritative.
Governance and accountability	Incomplete	Principles exist; role separation, board design, subsidy rules, public-value mandates, appeals and independent evaluation are not yet sufficiently specified.
Economic mechanism	Plausible but unvalidated	Local circulation, cost avoidance and asset income are reasonable channels; leakage, displacement, financing, lifecycle cost and opportunity cost can reverse results.
Legal transferability in Canada	Conditional	Municipal authority is delegated by provinces; several Autonomies require provincial/federal permissions, regulated entities or agreements; Indigenous rights and Crown duties remain external constraints.
Fair Shot measurement	Previously inspirational; operationalized in this audit	A dashboard framework is supplied in Part VI. It must be locally baselined and independently governed before it becomes evidence.
Originality	Distinctive combination; priority unproven	No exact match was found, but all principal mechanisms have precedents and the search cannot establish global historical priority.
Empirical validation	Not established	CDMM-specific outcomes require pilots or natural experiments, transparent baselines, counterfactuals and multi-year evaluation.
Website representation	Materially inconsistent	Current six-pillar, three-core-pillar and flagship-enterprise narratives compete with the authoritative Nine-Autonomy architecture.

What must be resolved before a high-confidence public claim

The architecture can withstand serious scrutiny if it answers the following questions in a consistent public specification:

- What is invariant across every CDMM municipality, and what may be adapted locally?
- Does “full CDMM” require operation in all nine fields, credible assessment of all nine, or system governance across all nine?
- Are any forms of municipal ownership mandatory, or must every proposed intervention pass a real ownership/procurement/partnership/regulation/no-build comparison?
- Who allocates capital between Autonomies, and under what public-value, risk and solvency rules?
- Which cross-subsidies are permissible, disclosed and reversible?
- How are municipal owner, regulator, customer and policy-maker roles separated?

- What counts as a Fair Shot improvement, for whom, relative to what baseline, and over what time horizon?
- How are Indigenous rights-holder relationships kept distinct from general stakeholder engagement?
- What happens when an enterprise fails, an asset becomes obsolete, or a political administration changes?
- What evidence would cause CDMM to redesign, pause, scale or stop a particular implementation choice?

1. Scope, method and evidence discipline

1.1 Material reviewed

The audit treated five internal sources as the authoritative CDMM corpus: the flagship master proposal, the Nine Autonomies website content pack, the Windsor analyst proposal, the Meaningful Voice paper and the revised Saint John proposal [C01–C05]. The public pages of cdmmmodel.ca were inspected on 15 September 2026. Global comparison and systems research used official municipal, governmental, multilateral and primary institutional sources where available, with peer-reviewed studies for scale and governance effects [W01–W34].

The review asked five separate questions:

1. Does the proposed architecture logically connect its purpose, people, community, Autonomies, economic mechanism, governance and inheritance claims?
2. Which elements have global precedents, and what—if anything—appears architecturally distinctive?
3. What second- and third-order effects become plausible when the nine fields interact, including adverse loops?
4. How can “a fair shot” be measured without reducing it to a slogan or a misleading single score?
5. In what order should the website explain the model once the substantive gaps are addressed?

1.2 Evidence labels used throughout

Label	Meaning	What it may support
Verified CDMM statement	A proposition stated consistently in the reviewed internal corpus.	Description of the proposed model—not proof that it works.
Established external evidence	A finding or institutional fact supported by a cited authoritative source.	Context, precedent or a bounded empirical relationship.
Precedent	A real mechanism resembling one component or cluster of CDMM.	Feasibility of a mechanism—not equivalence to CDMM.
CDMM design principle	A normative or architectural choice established by CDMM.	What the model intends and how it should be interpreted.
Planning scenario	A conditional quantitative or qualitative possibility.	Testing and option comparison—not a forecast or promise.
Assumption	A condition that must hold for a claimed effect to occur.	A testable proposition.
Gap	Missing rule, evidence, definition, authority or implementation detail.	A limitation requiring resolution.
Decision rule	A condition for proceeding, redesigning, scaling, pausing or stopping.	Accountability and disciplined local application.

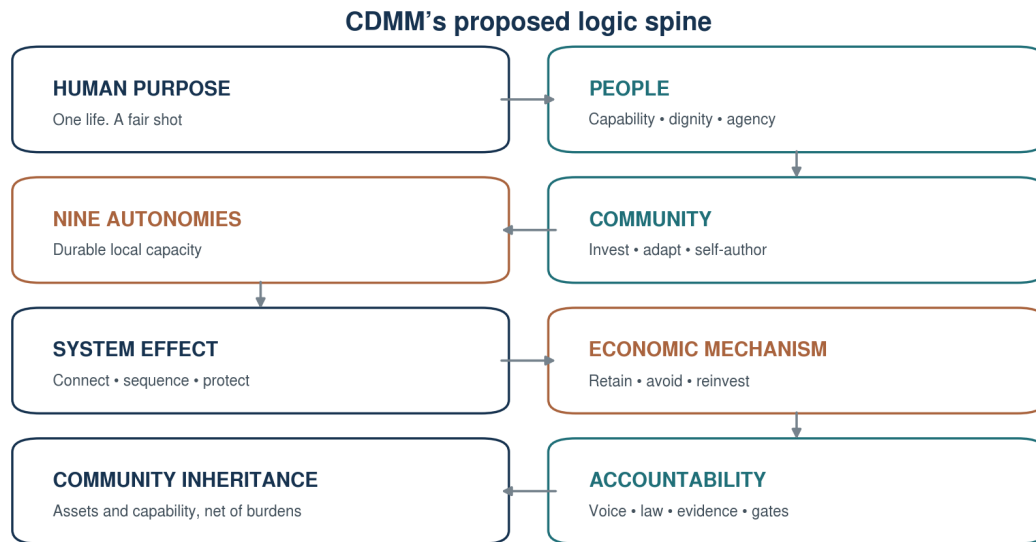
1.3 Limits

This is a systems and evidence audit, not a feasibility study for a named municipality. It does not contain local market data, engineering estimates, audited financial models, Indigenous legal analysis for a specific territory, tax opinions, clinical design, utility rate cases or resident cohort data. Global searching was multilingual in concept but not exhaustive in every language, archive and local-government repository. “No exact match identified” means no exact match was found under this review; it does not prove that none has ever existed.

2. The architecture under audit

2.1 The coherent core

The reviewed materials support the following logic spine [C01–C05]:



CDMM logic spine: from human purpose to community inheritance

The architecture is most coherent when read in that order:

- **Human purpose:** each person has one life and deserves a fair shot.
- **People:** the community invests in human capability and removes barriers that leave potential unused.
- **Community:** capacity grows with local people and circumstances; municipalities write their own story in their own way.
- **Nine Autonomies:** durable local capacity is built across the systems that determine whether people can convert effort into stability, agency and assets.
- **System effect:** the fields are connected deliberately so that one investment can improve the effectiveness of others.
- **Economic mechanism:** affordability, avoided costs, local purchasing, labour income, productive assets and—where achieved—net enterprise returns retain more value locally.
- **Accountability:** meaningful voice, transparent governance, evidence labels and stop/scale gates constrain institutional power.
- **Inheritance:** current residents build household and community assets, net of liabilities and stewardship obligations, that future residents can use.

2.2 The exact Nine Autonomies

This audit uses the established names and does not add, merge or rename an Autonomy.

	#	Autonomy	Established field boundary
	1	Housing	Housing stability, affordability, municipal and community housing capacity, and pathways including FH and MTH components.
	2	Municipal Grocery	MGA; municipal grocery and, where lawful, municipal liquor or regulated beverage retail.

#	Autonomy	Established field boundary
3	Fuel	Local access, distribution, affordability and resilience for fuels within applicable safety, tax, environmental and climate rules.
4	Healthcare	Hospitals, clinics and related access capacity subject to provincial funding, licensing, clinical independence and patient-protection rules.
5	Transportation	Movement of people and goods, including affordability, access, reliability and accessibility.
6	Workforce & Skills	Local capability, training, credential pathways, employment participation and workforce supply across the system.
7	Resource Development	Natural resources plus potable water, wastewater and stormwater systems, subject to rights, title, treaties and environmental regimes.
8	Energy	Local energy capacity, generation, distribution, efficiency, affordability and resilience within utility and grid regulation.
9	Digital & Communications	Connectivity, communications capacity, access, reliability, affordability, literacy and cyber resilience.

An Autonomy is best understood in the reviewed corpus as **durable municipal/local capacity**: assets, know-how, purchasing power, data, governance and lawful ability to act. It is not constitutional sovereignty, withdrawal from provincial or federal regimes, guaranteed self-sufficiency, or a requirement that a municipality directly operate every service [C01–C03]. Municipal banks, childcare, real-estate entities and other enterprises can be components or delivery vehicles; they are not additional Autonomies.

2.3 Invariant core versus local authorship

“Municipalities writing their own story their own way” is compatible with a transferable architecture only if two layers are distinguished.

Invariant CDMM core	Locally authored variables
One Life. A Fair Shot as the ultimate purpose	Local Fair Shot baselines and priority gaps
The exact nine-field map	Which field is assessed or acted on first
Diagnose → build → reinvest	Ownership, partnership, procurement, regulatory or no-build choice
Whole-system dependency and risk review	Entity form, delivery partners and service geography
Meaningful voice and accountable government	Engagement formats suited to local language, culture and accessibility
Evidence/scenario separation and stop/scale gates	Local thresholds, provided they are disclosed before decisions
Community inheritance net of liabilities	Asset mix, reserve policy and local stewardship arrangements
Legal, rights and professional constraints	Province-specific permissions and agreements

Without an invariant core, CDMM can mean anything and cannot be evaluated. Without local variables, it becomes a standardized program that contradicts its own commitment to local self-authorship. The reviewed material implies both layers but does not yet publish a single fidelity standard.

3. Internal coherence: contradictions and missing links

3.1 Coherence tests

Test	Finding	Consequence
Purpose → mechanism	Pass with conditions. Reducing structural barriers can widen genuine opportunity, but productive assets do not automatically distribute benefits fairly.	Distribution rules and disaggregated outcomes are required.
People → productivity	Tension. Skills, health, mobility and stability can unlock contribution; “people as a productive resource” can also instrumentalize people.	State explicitly that people are ends, not inputs, and that Fair Shot includes care, civic, cultural and non-market contribution.
Community growth → wellbeing	Ambiguous. Capacity can grow without population or asset expansion; growth can also raise land values and displace residents.	Define growth as capability and net community wealth, not growth for its own sake.
Nine fields → one system	Partial. Shared dependencies are recognized but no authoritative integrator is specified.	Publish a common capital, labour, land, data, resilience and risk process.
Phasing → “full CDMM”	Unresolved. Projects may phase independently, yet public positioning implies a full model.	Define adoption, maturity and fidelity without requiring simultaneous operation in all nine.
Mandatory ownership → decision gates	Contradiction. Some materials treat municipal grocery, fuel or real-estate ownership as foundational; others require comparison with partnership, procurement, regulation and no-build.	Clarify whether ownership is mandatory, conditional after a gate, or merely one instrument. A stop gate is not genuine if its outcome is predetermined.
Affordability → financial sustainability	Conditional. Lower prices, wages, maintenance, capital recovery and reserves compete for the same revenue.	Require transparent full-cost accounting and explicit subsidy/public-service-obligation treatment.
Reinvestment → inheritance	Partial. Reinvestment can build assets; debt, deferred maintenance and decommissioning costs can also be inherited.	Measure net community wealth, not gross asset value.
Meaningful voice → accountable government	Pass with conditions. Voice can improve fit and legitimacy; it cannot replace law, elections, expertise or minority rights.	Define influence, response, appeal and representation; reserve professional operations from plebiscitary control.
Local circulation → total benefit	Conditional. Local spending can reduce leakage; it can also displace existing firms or cost more.	Estimate additionality, leakage, displacement, deadweight and opportunity cost.
Public enterprise → private coexistence	Unresolved safeguards. CDMM states it sits beside private enterprise, but municipal advantages can distort competition.	Separate owner/regulator/customer roles; disclose guarantees, land, capital and cross-subsidies; test competitive neutrality.
Local autonomy → Canadian authority	Terminological risk. Municipal capacity is compatible with delegated authority; “genuine fiscal autonomy” may imply powers municipalities do not possess.	Use targeted operating sustainability and potential revenue diversification unless a specific legal/fiscal arrangement proves more.

3.2 Contradiction 1: mandatory enterprise versus genuine stop gates

The most important internal contradiction concerns municipal ownership. The public website states that ownership is the foundation and presents the MGA as a municipal asset—not a cooperative, franchise or private partnership. The internal audit framework, however, says each field should compare ownership, procurement, regulation, partnership and no-build, start with the smallest test, and proceed, redesign, scale or stop [C01–C03].

These positions cannot both govern the same decision unless CDMM specifies the level at which each applies. Three logically possible formulations exist, and the architecture must choose rather than blur them:

- every municipality must **assess** the ownership option;
- ownership is required only where it is **lawful, viable and superior under predeclared public-value tests**; or

- certain owned assets are required for a municipality to claim **mature/full CDMM**, even if early phases do not operate them.

This audit does not choose among them because doing so would redesign CDMM. It identifies the contradiction because financial, legal and academic reviewers will.

3.3 Contradiction 2: independent phasing versus “full CDMM”

The source material wisely permits fields to phase independently. A municipality should not launch nine capital programs at once. Yet that flexibility makes “full CDMM” undefined. If a municipality launches only a grocery store, it has implemented a municipal grocery intervention—not necessarily an integrated nine-field system. Conversely, requiring an operating enterprise in every field would be legally impossible or economically irrational in many places.

A defensible fidelity test would have to specify the system-level practices that apply to all nine even before assets exist: a nine-field baseline, dependency map, consolidated resource/risk plan, Fair Shot scorecard, voice and accountability process, legal/rights screen, reinvestment and inheritance rules, and decision gates. Whether that is CDMM’s intended definition must be stated authoritatively.

3.4 Contradiction 3: people as a resource versus people as the purpose

“People as a productive resource” is powerful when it rejects the waste of human capability caused by unstable housing, poor health, inaccessible transportation, weak connectivity or unaffordable essentials. It becomes ethically incoherent if productivity determines who merits investment. Children, elders, disabled residents, unpaid caregivers, artists, volunteers and people temporarily unable to work retain equal human worth.

The safeguard required is conceptual, not a new program: **people are the purpose of CDMM; productive capability is one benefit of a fairer starting point, not the measure of a person’s worth.** Participation in training, data collection or municipal enterprise must be voluntary and rights-respecting.

3.5 Contradiction 4: “grows with the community” versus displacement

Growth can reinforce CDMM when higher capability expands the tax base, service use, local enterprise and civic leadership. It can undermine CDMM when successful amenities raise land values, rents and taxes faster than incumbent incomes. A model aimed at Fair Shot cannot count aggregate growth as success if the people whose stability justified the intervention are displaced.

The phrase should therefore be tested through resident retention, housing stability, priority-population outcomes and net community wealth—not population, construction value or asset appreciation alone.

3.6 Contradiction 5: community inheritance versus gross asset accumulation

An asset is not automatically an inheritance. Future residents can receive a productive utility, healthy reserve and trained workforce; they can also receive obsolete fuel infrastructure, contaminated land, underfunded pensions, deferred maintenance, cybersecurity liabilities or debt unsupported by demand. Community inheritance must be a balance-sheet concept:

Net community inheritance = productive public/community assets + durable human and institutional capability - debt - contingent liabilities - deferred maintenance - decommissioning and remediation obligations.

Asset disposition rules also matter. If a future council can sell strategic assets to cover an operating deficit without a transparent public-value test, inheritance is not protected.

3.7 Missing connective tissue

The following are not new Autonomies. They are common system rules needed for the existing nine to function together.

Missing link	Why the system needs it	Minimum content
Fidelity and maturity standard	Prevents “CDMM” from meaning any isolated municipal project.	Invariant core, adoption threshold, maturity stages and permitted local variation.
Common option appraisal	Prevents ownership from becoming an ideological default.	Baseline, alternatives, demand, full lifecycle cost, distribution, market effects, legal authority and no-build comparator.
Consolidated capital plan	Nine fields compete for debt capacity and reserves.	Affordability, sequencing, portfolio exposure, contingent liabilities, stress tests and exit cost.
Integrated workforce plan	The same clinicians, trades, operators, planners, cyber staff and managers are scarce across projects.	Workforce demand, local supply, training lag, retention, succession and wage-pressure analysis.
Shared land and infrastructure map	Sites, corridors, grid connections, water and housing can conflict.	Spatial dependencies, rights and environmental constraints, opportunity costs and phasing.
Data and cyber architecture	Integration increases the value and risk of shared data and control systems.	Purpose limitation, minimization, consent/authority, Indigenous data governance, access controls, redundancy and incident response.
Governance role separation	Municipalities may be owner, regulator, purchaser and policy-maker.	Professional owner function, competent boards, published mandates, regulator independence, procurement fairness and appeals.
Cross-subsidy and transfer policy	Hidden transfers conceal underperformance and distribution.	Public-service obligations, transfer pricing, subsidy source/recipient, sunset, review and disclosure.
Fair Shot scorecard	Purpose cannot govern choices without observable outcomes.	Dimensions, floors, disaggregation, baseline, targets, attribution confidence and independent assurance.
Rights and jurisdiction register	Powers differ by province, field and project.	Statutory authority, permits, approvals, agreements, duty-holders, regulators and unresolved legal questions.
Failure, exit and decommissioning rules	Not every project will succeed and some assets will become obsolete.	Stop triggers, service continuity, employee/customer protection, debt treatment, remediation and learning review.
Intergenerational balance sheet	Gross revenue or assets can mask burdens shifted forward.	Asset condition, debt, reserves, deferred maintenance, contingent liabilities and capability indicators.

4. Autonomy-by-Autonomy scrutiny

4.1 Whole-system comparison

Autonomy	Fair Shot pathway	Strongest dependencies	Principal scrutiny question	Evidence status
Housing	Stable base, lower involuntary moves, residual income, equity or secure tenure	Land, water, energy, transport, digital, workforce, health	Can the tenure model improve stability without excluding renters, capitalizing subsidy into price, or shifting maintenance burdens forward?	Strong external evidence for stability effects; CDMM ownership/finance effects remain local scenarios.

Autonomy	Fair Shot pathway	Strongest dependencies	Principal scrutiny question	Evidence status
Municipal Grocery	Food access, predictable basket cost, local supply and jobs	Transport, fuel, energy, digital, workforce, land	Can demand, procurement, spoilage, labour, capital and regulation support an affordable basket at full cost?	Municipal grocery precedent exists; claimed percentage savings and system returns require local proof.
Fuel	Essential mobility and operational continuity	Transport, energy, resource/environment, workforce	Does the asset solve an access/resilience gap without creating safety, climate or stranded-asset exposure?	Mechanism is familiar; future demand and public advantage are highly context-dependent.
Healthcare	Timely access, continuity, reduced travel and unmet need	Housing, transport, digital, workforce, energy/water	What can the municipality lawfully own/fund, and how are clinical independence, provincial payment and patient rights protected?	Strong evidence that access matters; municipal delivery form is jurisdiction-specific.
Transportation	Reach to work, care, food, learning and civic life; less time poverty	Fuel, energy, digital, housing/land use, workforce	Are routes, fares, accessibility and reliability designed from resident journeys rather than asset supply?	Established field; integrated Fair Shot effect needs local access metrics.
Workforce & Skills	Capability, participation, earnings, mobility and system staffing	Every other Autonomy	Does training lead to retained, accessible, decent work without treating residents as compulsory inputs?	Strong general evidence; CDMM contribution requires cohort outcomes and employer demand.
Resource Development	Water security, service reliability, local value and environmental stewardship	Energy, workforce, digital, land, housing, Indigenous rights	Who holds authority and rights, who bears environmental risk, and how are benefits and liabilities distributed?	Municipal water precedent is deep; natural-resource scope varies sharply by law and territory.
Energy	Essential-cost stability, reliability, decarbonization and critical-service resilience	Resource, digital, workforce, housing, transport	Is the intervention regulator-approved, grid-feasible, climate-aligned and robust to technology/price change?	Extensive municipal utility precedent; no automatic price or dividend advantage.
Digital & Communications	Access to work, education, care, services and voice	Energy, workforce, transport, healthcare, all data systems	Can the network remain affordable, secure, interoperable and technologically current under federal telecom rules?	Strong municipal broadband precedent; adoption and outcomes matter beyond availability.

4.2 Housing

Housing is a credible first-order driver because stability affects the ability to retain employment, manage health, attend school, save, participate and plan. Housing First research supports substantial housing-stability gains for people experiencing homelessness, but it does not prove that every municipal ownership or homeownership model generates the same outcomes [W32].

CDMM should preserve multiple valid Fair Shot outcomes. Ownership and household equity matter, but secure, affordable rental, supportive housing, cooperative tenure and culturally appropriate housing can also provide stability and community value. The current website's suggestion that rental housing simply fails to build wealth is too broad: it may not create household home equity, but it can create stability, protect disposable income and build public/community assets.

Key unresolved items include land-lease or land-retention terms, resale formula, equity sharing, mortgage default, maintenance reserves, property-tax treatment, selection, accessibility, mixed-tenure effects and

protection against subsidy capitalization. Municipal land is not free; its opportunity cost and stewardship obligations must remain visible.

4.3 Municipal Grocery

The MGA has the virtue of being concrete and publicly understandable. Municipally run grocery stores have precedents, including rural cases documented by Kansas State University's Rural Grocery Initiative [W16]. Those cases establish possibility, not universal economics.

The central test is a matched-basket, full-cost comparison. Purchasing scale may reduce input prices, but savings can be offset by low volumes, freight, refrigeration, shrink, spoilage, working capital, labour, insurance, governance and debt service. Any liquor or regulated beverage component is separately subject to provincial licensing and distribution rules. Claims of 15–25 per cent savings, millions retained or a multi-times local multiplier should remain labelled planning scenarios until the input model, baseline store, leakage assumptions, induced effects and sensitivity ranges are public.

The fairest metric is not whether the store earns the highest margin. It is whether a defined nutritious basket becomes reliably affordable and accessible while the entity remains solvent under disclosed public-service obligations.

4.4 Fuel

Fuel capacity can matter in rural, remote or underserved markets and for emergency-service continuity. It also carries spill, fire, remediation, commodity-price, tax and climate-transition risks. A long-lived fossil-fuel asset can become the opposite of community inheritance if demand declines before debt is retired.

The audit question is therefore service-specific: what access or resilience failure exists, what alternatives could solve it, and what transition or decommissioning plan protects future residents? Fuel and Energy remain distinct Autonomies, but their investment plans cannot be independent.

4.5 Healthcare

Healthcare's Fair Shot contribution is access, continuity and quality—not municipal control for its own sake. In Canada, hospitals, health professions, funding and insurance are principally shaped by provinces; Ontario's Public Hospitals Act is one illustration of board-governed and regulated hospital operation [W30]. A municipality may support sites, clinics, recruitment, transportation, housing or digital access, but the lawful form differs by province and program.

Any CDMM healthcare vehicle requires provincial agreement, independent clinical governance, privacy and safety controls, stable operating funding and a clear statement that municipal revenue needs do not create patient charges or distort clinical decisions. Healthcare workforce plans must be consolidated with Housing, Transportation, Digital and Workforce & Skills.

4.6 Transportation

Transportation connects nearly every Fair Shot pathway. Its value is not vehicle ownership or route kilometres alone; it is whether residents can reach work, care, food, education and civic activity reliably, affordably and accessibly. Land-use choices can overwhelm transport investment, while poor service can undermine a grocery, clinic or workforce program that appears viable on a map.

Journey-based measures—door-to-door time, transfer burden, reliability, cost and accessibility—are more useful than fleet size. Digital service can substitute for some trips, but not for all residents or purposes.

4.7 Workforce & Skills

This Autonomy is both an outcome and a constraint. Better housing, health, mobility and connectivity can expand participation; local training can supply the people required to operate the other eight fields. But launching several Autonomies at once can poach workers from existing employers, inflate wages, and lengthen construction or clinical vacancies.

Training must be tied to verified demand, portable credentials, accessible participation, job quality and post-program outcomes. A Fair Shot is widened when people gain real choice—not when access to housing or services is conditioned on work for a municipal enterprise.

4.8 Resource Development

This field combines municipal utility functions—potable water, wastewater and stormwater—with natural-resource development. That makes its legal and ethical range unusually broad. Water systems have extensive municipal precedent; subsurface, forest, mineral, fisheries and major environmental decisions can involve Crown ownership, provincial/federal regulation, Indigenous rights, title and treaties.

Indigenous Peoples are rights-holders, not another stakeholder category. General public engagement cannot satisfy a Crown duty to consult, accommodate or obtain consent where law or policy requires it [W02–W03]. Environmental liabilities, cumulative effects and decommissioning costs must be included in the inheritance balance sheet.

4.9 Energy

Municipal energy systems have long precedents, including integrated public utilities. They show that local ownership can be technically and financially durable; they do not prove that it will lower prices or create surplus in every market. Grid access, rate regulation, demand, weather, capital intensity, technology change and reliability standards determine outcomes.

Energy should be tested as both an affordability and resilience system. Efficiency and demand reduction may create more public value than new generation. Redundancy has a cost; the municipality should disclose the premium it is willing to pay for recovery time and critical-service continuity.

4.10 Digital & Communications

Chattanooga's EPB demonstrates a municipal power utility extending community-wide fibre, while Canadian municipalities and municipal corporations also participate in broadband [W14]. The precedent supports feasibility, not a general business case.

Availability is an insufficient result. Price, adoption, actual speed, latency, device access, digital literacy, uptime and accessibility determine whether connectivity widens opportunity. Telecommunications is federally regulated in Canada, and the CRTC retains material authority [W31]. Integration across health, utilities, transport and voice also increases cyber concentration risk; manual fallbacks and segmented systems may be more valuable than maximum centralization.

5. Municipal, legal and governance scrutiny

5.1 Canadian authority is a design constraint, not a footnote

Sections 91 and 92 of the Constitution Act, 1867 allocate federal and provincial heads of power; provinces have authority over municipal institutions, hospitals, local works, property and civil rights, and many natural-resource matters, while federal powers include banking and interprovincial/international trade and communications

dimensions [W01]. Municipalities exercise powers granted by provincial or territorial law. The legal question is therefore not “Can municipalities be autonomous?” in the constitutional sense. It is “What durable capacity can this municipality lawfully build, alone or through an authorized entity or agreement?”

Autonomy	Typical municipal foothold	Common external authority or approval	Legal proposition to avoid
Housing	Land, planning, municipal housing corporations, incentives, local programs	Provincial planning/building/tenancy law; federal/provincial finance and programs	That municipalities can redesign mortgage, tenancy or tax law unilaterally.
Municipal Grocery	Corporate powers, procurement, local land/building authority	Food safety, competition, labour, alcohol licensing/distribution, municipal-finance rules	That municipal status exempts the enterprise from market and licensing law.
Fuel	Local enterprise/site authority	Environmental, hazardous materials, technical safety, fuel tax, competition	That ownership resolves environmental or transition liability.
Healthcare	Land, recruitment, local public health or authorized entities	Provincial health statutes, funding, licensing, privacy, clinical governance	That a municipality can substitute itself for provincial health authority.
Transportation	Local roads/transit and land-use powers	Provincial/federal safety, corridors, rail/aviation/marine and accessibility regimes	That all mobility infrastructure is locally controlled.
Workforce & Skills	Economic development, employment supports, partnerships	Education, credentials, apprenticeships, labour standards, immigration	That locally designed training can confer regulated credentials by itself.
Resource Development	Water/wastewater/stormwater; some local assets	Crown resources, environmental assessment, fisheries/navigation, Indigenous rights and duties	That municipal planning approval displaces Crown or rights-holder authority.
Energy	Municipal utilities or corporations where authorized	Utility commission, grid operator, environmental and federal project rules	That municipal ownership permits unregulated rates or grid access.
Digital & Communications	Ducts, rights-of-way, broadband entities and procurement	Federal telecom/radiocommunication, privacy, competition and spectrum rules	That local “autonomy” equals telecom regulatory sovereignty.

This table is a screening framework, not legal advice. Every implementation requires a province-specific legal register and project-specific counsel.

5.2 Indigenous rights, title, treaties and data

CDMM’s commitment to local voice does not absorb the distinct constitutional and legal position of Indigenous Peoples. A rigorous application should identify affected rights-holders at the beginning, distinguish government-to-government or Crown processes from public consultation, avoid presuming municipal authority to discharge Crown duties, and include Indigenous legal orders and data governance where applicable [W02–W03].

This is especially material for Resource Development, Energy, Housing, Transportation and water infrastructure, but it is a whole-system requirement. A project cannot be counted as a Fair Shot success if its benefits depend on unaddressed rights infringement or externalized environmental burdens.

5.3 Governance of municipal enterprises

OECD guidance for state-owned enterprises emphasizes a clear rationale for public ownership, a professional ownership function, transparent objectives, competent and objective boards, disclosure, accountability and fair competition [W06]. The same principles are relevant—adapted to provincial law—for CDMM municipal entities.

Minimum governance questions include:

- Is the entity's commercial objective distinct from a public-service obligation?
- Who sets the mandate, appoints and removes directors, and evaluates competence and independence?
- Is the municipality simultaneously owner, regulator, purchaser, lender or guarantor?
- Are land, guarantees, below-market capital, tax treatment and shared services disclosed?
- Are procurement and data systems auditable?
- Who approves dividends, retained earnings, reserves and transfers to other fields?
- What service-continuity protection applies if the entity fails?
- Can residents see how their input affected priorities and receive a reasoned response?

Meaningful voice should operate at the level of purpose, priorities, distribution, oversight and learning. Day-to-day clinical decisions, safety operations, procurement evaluations and regulated rate decisions require professional or independent authority. "Whoever shows up wins" is not democratic design.

6. Evidence and originality audit

6.1 What the search tested

The search did not look only for the proprietary phrase "CDMM." That would make a first-of-kind claim circular. It looked for functional equivalents and combinations: municipal ownership and enterprise portfolios; public utilities; public/community housing; municipal grocery; energy-plus-broadband utilities; local public-purpose finance; community wealth building; anchor procurement; cooperative enterprise; participatory budgeting; circular municipal systems; reinvestment; and intergenerational community assets.

The result is clear: **the mechanisms are not individually new**. The absence of a single comparator using the exact CDMM taxonomy does support a claim of apparent architectural distinctiveness, subject to the limits of the search.

6.2 Global comparator matrix

Comparator	Mechanisms with CDMM relevance	What it establishes	What it does not establish
Preston Community Wealth Building, England [W07]	Anchor procurement, employment, land/assets, local investment and economic democracy	A municipality and anchors can deliberately redirect economic flows and institutional practice.	A nine-field municipal capacity system or CDMM's Fair Shot/inheritance architecture.
Evergreen Cooperatives, Cleveland, United States [W08]	Worker ownership, anchor demand, local jobs and profit sharing	Local procurement and employee ownership can be joined institutionally.	Municipal ownership or full-system autonomy; results cannot be transferred without market analysis.
Empresas Públicas de Medellín, Colombia [W09]	Municipally owned multi-utility; water, sanitation, energy and related services; surplus transfers; role separation	A sophisticated municipal owner can govern a large utility portfolio and transfer value subject to rules.	Coverage of all nine fields or proof that cross-subsidy is always efficient or fair.
Vienna social housing and Wiener Stadtwerke, Austria [W10–W11]	Large public/community housing sector plus municipally owned energy, transport and other services	Durable public assets can operate across several essential systems at metropolitan scale.	A fixed nine-field model or a general causal estimate of Fair Shot outcomes.
Mondragon, Spain [W12–W13]	People-centred cooperative federation, education, finance, retail, industry, common funds and solidarity	Democratic enterprise, federated capacity and shared funds can persist at scale.	A municipal-government model; its cooperative governance cannot be relabelled as municipal precedent.
German Sparkassen network [W18]	Decentralized public-law savings banks, regional principle and local-purpose orientation	Public-purpose, locally rooted finance has a long institutional precedent.	Authority for a Canadian municipality to create a bank, or guaranteed local-credit effects.

Comparator	Mechanisms with CDMM relevance	What it establishes	What it does not establish
EPB Chattanooga, United States [W14]	Municipal electricity utility extended into fibre broadband	Energy and digital infrastructure can be combined through a municipal utility.	A universal broadband business case or integration of the other seven fields.
EPCOR / City of Edmonton, Canada [W15]	City-owned corporation, multi-utility operations and shareholder returns	Canadian municipal ownership of a large utility corporation and dividend relationship.	CDMM-wide affordability or wealth-circulation effects.
St. Paul municipal grocery, Kansas, United States [W16]	Municipally run grocery in a small community	A municipality can operate grocery retail under a particular legal and market context.	Automatic savings, scalability, liquor authority or portfolio returns.
Porto Alegre participatory budgeting, Brazil [W17]	Resident influence over public priorities and budget allocation	Structured participation can affect real resource decisions.	Public enterprise ownership or proof that participation alone produces wellbeing.
Amsterdam circular-economy strategy, Netherlands [W19]	Systems framing, circular resource flows and coordinated municipal action	A city can use cross-sector systems goals rather than isolated projects.	CDMM's ownership architecture or exact nine-field coverage.
Housing First / At Home—Chez Soi, Canada [W32]	Housing stability as a platform for wellbeing and service outcomes	Stable housing can be causally important for targeted populations.	That homeownership is required, or that a CDMM housing vehicle is the effective mechanism.

6.3 What CDMM appears to originate architecturally

Subject to the search limits, the following combination appears distinctive:

- one explicit human-purpose test—**One Life. A Fair Shot**—placed above the economic mechanism;
- the exact, named **Nine Autonomies** as a municipal-capacity map;
- deliberate cross-field dependency rather than a portfolio of unrelated enterprises;
- people as the community's greatest productive capability, constrained by human dignity;
- local reinvestment joined to **community inheritance**;
- **meaningful voice** as a system rule rather than a consultation event;
- a municipality-specific right to write the story “its own way” inside an invariant architecture; and
- decision gates that allow local evidence to reject a particular delivery mechanism.

That is an architectural contribution. It is not a claim that CDMM invented municipal utilities, public housing, public grocery, local procurement, community wealth building, participatory budgeting, public banking, worker ownership or reinvestment.

6.4 Testing “world's first full CDMM”

The phrase has three separate problems:

1. **Proprietary-label circularity.** If “CDMM” is defined as Bola Ademolu's precise named model, it will be first by definition; that says little about functional prior art.
2. **“Full” is undefined.** The model permits phasing, and no maturity threshold currently distinguishes a full system from one enterprise or one adopted policy.
3. **Historical priority is unverified.** Search engines and English-language sources cannot establish that no municipality, Indigenous government, cooperative-municipal system or historical public-enterprise portfolio assembled an equivalent architecture.

The claim should not be used as a verified fact now. Safer current formulations are:

No exact match to the complete CDMM architecture was identified in this audit.

CDMM appears distinctive in how it combines the nine named Autonomies with Fair Shot purpose, community inheritance, meaningful voice and local adaptation.

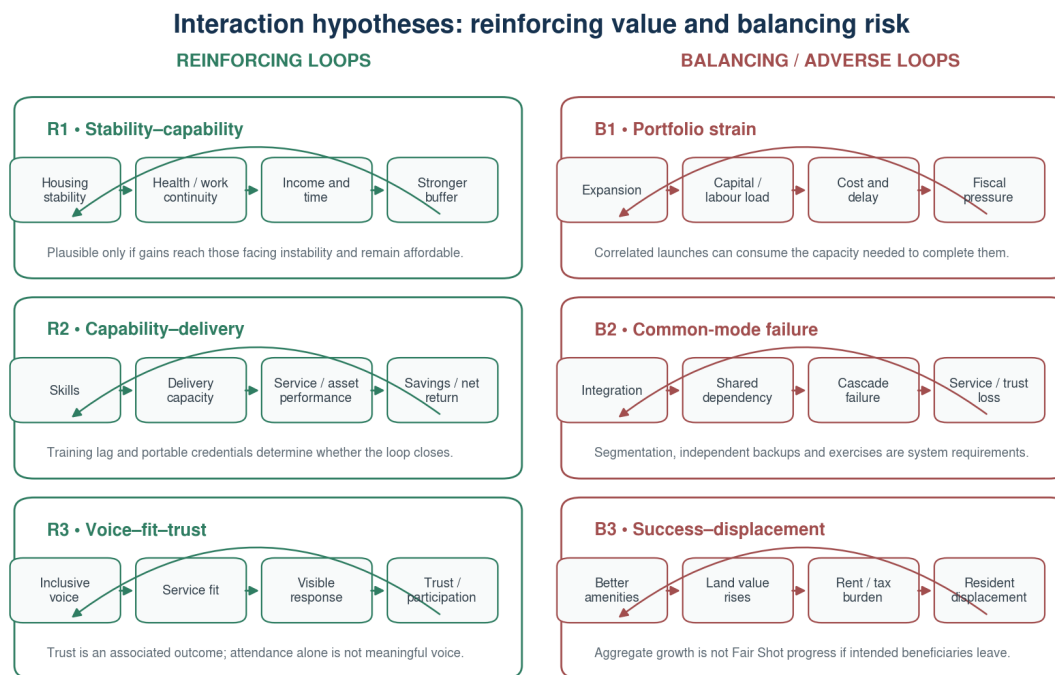
The individual mechanisms have substantial global precedent; the claimed originality lies in their proposed municipal architecture and interaction.

A stronger priority claim would require a frozen and dated architecture, version history, public archives, campaign and submission records, a published multilingual search protocol, functional similarity criteria, expert review and a definition of “full.” Even then, the defensible wording would be “first publicly documented integrated CDMM architecture identified under the published protocol,” not an absolute statement about all history.

7. Systems-effects research

7.1 Why interaction is the largest opportunity—and the largest risk

OECD systems work warns that policy problems contain feedback, delay, nonlinearity and interaction [W04]. UNDRR likewise treats infrastructure interdependency as a source of cascading failure as well as resilience [W05]. CDMM’s strongest proposition is therefore also its hardest empirical burden: the value of nine Autonomies should be greater than the sum of isolated projects, but only if the connections are designed and governed well.



Illustrative reinforcing and balancing loops in the CDMM architecture

The figure is a causal hypothesis map, not an empirical estimate. A “+” means movement in the same direction, a “–” means movement in the opposite direction, and delay marks where effects may take years.

7.2 Shared dependency architecture

Shared dependency	Autonomies drawing on it	Reinforcing possibility	Portfolio risk
Capital and debt capacity	All nine	Mature assets can support later investment or reduce costs.	Simultaneous borrowing, guarantees and construction create correlated fiscal exposure.
Land and corridors	Housing, Grocery, Fuel, Health, Transport, Resource, Energy, Digital	Co-location and corridor planning can reduce access and construction cost.	Competing sites, induced land value and poor sequencing can destroy affordability.

Shared dependency	Autonomies drawing on it	Reinforcing possibility	Portfolio risk
Workforce and management	All nine	Training and stable living conditions can grow local delivery capacity.	Scarcity, poaching and management overload can inflate cost and weaken existing services.
Energy	Housing, Grocery, Fuel, Health, Transport, Resource, Digital	Efficiency and local reliability can reduce operating risk across the portfolio.	Common-grid or control-system failure can disable multiple essential services.
Water and environmental capacity	Housing, Grocery, Health, Resource, Energy	Coordinated capacity planning can enable housing and enterprise.	Over-allocation, contamination or permitting delay can halt multiple projects.
Transport and logistics	Housing, Grocery, Fuel, Health, Workforce	Access and distribution can improve demand, staffing and service reach.	Route failure, fuel shocks or low ridership can weaken several business cases at once.
Digital, data and communications	All nine	Shared platforms can improve access, operations, measurement and voice.	Cyberattack, exclusion, surveillance or vendor lock-in can become system-wide.
Governance, procurement and trust	All nine	Common standards and visible response can improve learning and legitimacy.	Capture, patronage, opacity or scandal in one entity can contaminate the full model.

7.3 Reinforcing loops worth testing

Loop	Causal chain	Second- and third-order effects	Required conditions	Indicator set
R1 Stability–capability	Housing stability → fewer disruptive moves → better health/school/work continuity → steadier income → stronger ability to retain housing	Lower crisis-service demand; greater savings; more civic time; better child trajectories	Housing reaches those facing instability; location is connected; costs remain affordable	12/24-month stability, absenteeism, employment retention, residual income, shelter returns
R2 Capability–delivery	Skills and supports → larger qualified workforce → fewer vacancies/delays → better service quality and project execution → more credible training demand	Local contractor growth; reduced imported labour cost; succession capacity	Training tied to real vacancies; credentials portable; wages and conditions retain workers	Completion, placement, vacancy duration, procurement share, wage progression, project delay
R3 Access–participation	Transport + digital + childcare/other components → lower access and time burden → higher work/learning/health participation → higher income and capability	Broader recruitment pool; fewer missed appointments; more democratic participation	Services are accessible, reliable and affordable; digital substitution does not exclude	Reachability, travel/admin time, participation, missed care, broadband adoption, felt voice
R4 Essential-cost relief	Lower total essential burden → higher disposable income → better food/health buffers and local spending → stronger local demand	Lower arrears and crisis need; potential local business growth; household asset formation	Savings are real after taxes/fees/travel; not capitalized into rent/land; supply responds	Residual income, essential burden, arrears, food security, local spending, rent/price response
R5 Local circulation	Additional local procurement/jobs → local income and supplier revenue → further local purchases/tax base → reinvestment	Supplier capability, apprenticeships and ownership; reduced leakage	Spending is additional, competitive and not displaced from stronger local activity	Additional local spend, leakage, displacement, supplier survival, net fiscal effect
R6 Asset–reinvestment	Productive asset → net full-cost return/cost avoidance → reserve and reinvestment → stronger asset base	Revenue diversification; lower future vulnerability; intergenerational capacity	Demand, governance and maintenance are sound; transfer occurs only after reserves and obligations	Full-cost margin, debt coverage, asset condition, reserves, transfers, net community wealth

Loop	Causal chain	Second- and third-order effects	Required conditions	Indicator set
R7 Resilience–confidence	Redundant energy/water/digital/logistics → shorter service interruption → lower household/business loss → confidence and continuity	Better emergency coordination; lower insurance or disruption cost; investment retention	Redundancy is independent, maintained and exercised; critical customers prioritized fairly	Recovery time, outage minutes, reserve days, exercise performance, avoided-loss estimates
R8 Voice–fit–trust	Inclusive voice → better diagnosis and distribution → better service fit/use → visible response → stronger efficacy/trust → continued participation	Earlier detection of failure; stronger stewardship; democratic capacity	Participation is representative, consequential and closed with reasons; rights and expertise protected	Felt say, representativeness, response time, change trace, service use, trust association
R9 Intermunicipal scale	Shared purchasing/specialist staff/logistics → lower unit overhead or better quality → more feasible services → wider shared capacity	Regional supplier development; common data standards; mutual aid	Governance and benefit-sharing are clear; distances and coordination costs do not erase savings	Unit cost, quality, service reach, coordination cost, distribution of benefits

7.4 Second- and third-order effects

Initial interaction	First-order effect	Second-order effect	Third-order possibility	Evidence classification
Housing + Healthcare + Transport	Residents can reach care from a stable address.	Better continuity and fewer avoidable interruptions in treatment.	Improved work/school continuity and lower crisis-service use.	Mechanism supported externally; CDMM contribution requires local cohort evaluation.
Housing + Workforce & Skills	Trainees and essential workers can remain locally.	Employers face lower turnover and recruitment cost.	Local delivery capacity accelerates other Autonomies.	Plausible; magnitude is local and delayed.
Grocery + Transport + Digital	Ordering, routing and access improve.	Lower spoilage or trip cost and broader effective demand.	More reliable local supplier contracts and food security.	Planning hypothesis; full logistics model required.
Energy + Housing	Efficiency lowers energy use and bill volatility.	Disposable income and housing stability may improve.	Arrears and health risks from inadequate heating/cooling may fall.	Strong mechanism; distribution and rebound effects must be measured.
Energy + Digital + Healthcare	Critical clinics maintain power and communications.	Service continuity during shocks improves.	Public confidence and emergency coordination strengthen.	Resilience scenario; redundancy independence must be tested.
Resource + Housing + Energy	Water/grid capacity is planned with housing growth.	Avoided late-stage upgrades and development delay.	Lower lifecycle cost and more predictable growth pattern.	Engineering/planning hypothesis requiring local asset data.
Workforce + Municipal enterprises	Residents fill local jobs.	Earnings circulate and management capability accumulates.	New private suppliers or employee ownership may emerge.	Possible, subject to additionality and displacement.
Voice + all Autonomies	Priorities and access barriers are identified earlier.	Service fit and accountability improve.	Political efficacy and stewardship may deepen.	Evidence stronger for agency/trust association than for direct wellbeing causation [W27].
Productive assets + inheritance rules	Net returns and maintained assets accumulate.	Future councils gain capacity rather than only obligations.	Intergenerational fiscal resilience and household opportunity improve.	Long-horizon hypothesis; needs net balance sheet and continuity of governance.

7.5 Cost compression: what can and cannot be claimed

CDMM can plausibly reduce a household's **total essential-cost burden** through several channels: lower prices or fees; shorter travel; fewer outages; reduced transaction and administrative time; stable housing; avoided crisis costs; energy efficiency; and more reliable income. “Deflation” is the wrong term because a municipal program does not generally lower the overall price level.

Scale must be tested service by service. “Bigger city, cheaper” is not a general law: fixed costs can be spread across more users, but congestion, complexity, distance, labour markets and coordination can create diseconomies. Peer-reviewed studies of municipal mergers in Denmark and Finland did not find a simple, across-the-board expenditure advantage and identified offsetting service or representation effects [W28–W29]. CDMM should model the efficient scale of each function, including shared-service and intermunicipal options, rather than infer savings from population alone.

The relevant identity is:

Net household benefit = price/fee change + travel and time savings + reliability/quality value + income change - new taxes/fees - foregone benefits - capitalized rent/land effects.

For the municipality:

Net community return = enterprise net income + avoided public cost + additional resident/supplier income + asset-value/service-capacity change - capital and lifecycle cost - subsidy - displacement - externalities - risk-adjusted contingent liabilities.

Neither expression is automatically positive. A below-market price can improve Fair Shot while requiring an explicit subsidy; a profitable enterprise can worsen Fair Shot if it prices out low-income users. CDMM needs both accounts, not a single profit number.

7.6 Workforce effects

The portfolio can deepen local labour demand, create apprenticeships and make communities easier places for workers to live. It can also create a self-defeating bottleneck: ambitious construction, housing, clinical, utility, cyber and management programs compete for the same scarce people. Wage increases may be socially beneficial but still raise project cost and affect private employers.

The workforce model should therefore distinguish:

- **gross jobs** from additional net employment;
- temporary construction jobs from durable operating roles;
- filled positions from vacancies;
- resident hires from in-commuters;
- entry jobs from portable career pathways;
- wage gains from inflation or displacement; and
- participation barriers from lack of skills alone.

7.7 Local wealth circulation

Local procurement and ownership can retain more value, as Community Wealth Building precedents illustrate [W07–W08]. The multiplier is not a universal constant. It depends on how much of wages, supplies, debt service, professional services, energy and profits leak out; whether the activity is additional; and what existing firms lose.

Every multiplier claim should disclose the geography, model, baseline year, direct/indirect/induced treatment, import assumptions, price changes, displacement, tax treatment and confidence range. “Every dollar retained” is inaccurate when imported inputs, debt service and resident spending leave the area.

7.8 Resilience

Integration can create mutual support: clinics receive backup energy and communications; grocery logistics have fuel and transport continuity; water systems use local power and digital monitoring. It can also create common-mode failure. A single network, vendor, control platform or financial guarantor may expose every field at once [W05].

Resilience should be priced explicitly. Redundancy usually increases near-term cost and may reduce narrow operating efficiency. The question is whether the service-continuity benefit justifies that premium, for which critical services, and under which shock scenarios.

7.9 Community assets and intergenerational effects

CDMM's inheritance concept is broader than a municipal balance sheet. It includes maintained physical assets, household equity and savings, workforce capability, trusted institutions, supplier networks, ecological condition, data and operational knowledge. The long horizon is a strength because many gains appear after electoral cycles.

It also creates a duty to expose delayed burdens. A 20-year scenario should show renewal cycles, interest-rate and demand shocks, climate risk, technology obsolescence, pension/benefit obligations, remediation and political discontinuity. Public assets should not be described as permanent merely because they are municipally owned.

7.10 Democratic capacity

Meaningful voice can improve diagnosis, distribution and legitimacy when residents can see that input influenced a decision or receive a reasoned explanation. OECD survey data show a large trust association between people who feel they have a say and those who do not; that association should not be presented as proof that a CDMM engagement process causes trust [W27].

Voice can also fail through usual-suspect capture, participation fatigue, intimidation, inaccessible formats, digital exclusion or consultation without effect. People with the greatest time poverty may be least able to attend. The system should measure who was missing, not only how many participated.

7.11 Balancing and adverse loops

Risk loop	Mechanism	Early warning	Containment test
B1 Debt–service squeeze	Capital program → debt/guarantees → fixed charges → fee/tax pressure or service cuts → lower affordability/trust	Debt service, guarantee exposure, reserve erosion, tariff stress	Portfolio stress test and capital gate before commitment
B2 Workforce bottleneck	Multiple launches → labour scarcity → wage/contract inflation → delay → weaker returns and staff burnout	Vacancy duration, overtime, bid inflation, turnover	Consolidated workforce plan and phasing
B3 Hidden cross-subsidy	Weak entity → opaque transfers → masked performance → larger losses → fiscal pressure	Related-party balances, repeated “one-time” support, missed maintenance	Published transfer policy and standalone/full-portfolio accounts
B4 Political capture	Appointment/procurement influence → weak project/contract → loss or poor service → distrust → weaker scrutiny	Non-competitive awards, board churn, unresolved conflicts	Independent board standards, audit, procurement appeal and disclosure
B5 Market crowd-out	Subsidized municipal entry → private exit/investment decline → less choice → public monopoly dependency	Business closures, supplier concentration, municipal advantage	Competitive-neutrality and displacement assessment

Risk loop	Mechanism	Early warning	Containment test
B6 Land-price capitalization	Better services/amenities → demand and land values rise → rents/taxes rise → displacement	Rent, assessment, eviction and resident-retention trends	Housing protections and distribution monitoring before expansion
B7 Common-mode failure	Shared systems/data/finance → one failure propagates → multi-service outage	Single vendor/platform, untested recovery, correlated covenants	Segmentation, manual fallback, mutual aid and exercises
B8 Participation overload	More forums → time burden/fatigue → unrepresentative participation → capture → worse fit	Repeat participants, demographic gaps, declining completion	Paid/access-supported participation and representative sampling
B9 Resource conflict	Development pressure → rights/environmental harm → legal delay/conflict → cost and legitimacy loss	Unresolved rights claims, permit risk, cumulative effects	Early rights-holder process and full environmental liabilities
B10 Stranded asset	Fuel/technology investment → demand or rule change → revenue loss → debt/cleanup burden	Demand variance, policy change, maintenance deferral	Modular design, transition trigger and funded decommissioning
B11 Growth overload	Success/population growth → demand exceeds infrastructure → service decline → dissatisfaction	Capacity utilization, waits, outage and backlog	Triggered capacity plan and growth-cost allocation
B12 Enterprise concentration	Portfolio expands → information/power centralizes → weak challenge → correlated error	Board overlap, opaque subsidiaries, delayed reporting	Role separation, portfolio limits and independent review

7.12 Falsification and stop tests

A serious model states what would count against it. At the local-project level, a CDMM proposition should be redesigned or stopped when, after reasonable mitigation:

- the municipality lacks authority or required agreement;
- the priority Fair Shot problem is not evidenced;
- a non-ownership option delivers materially greater public value or lower risk;
- demand does not support the service at the disclosed subsidy level;
- lifecycle cost, debt or contingent liability exceeds approved capacity;
- the intervention worsens a protected floor or priority-group gap;
- rights, environmental or clinical protections cannot be satisfied;
- the project relies on hidden cross-subsidy or an implausible multiplier;
- common-mode risk cannot be contained; or
- an independent evaluation finds no credible contribution after the predeclared review period.

At system level, CDMM's integration hypothesis is weakened if cross-field coordination costs, correlated risk and capital competition consistently exceed measurable synergies. That result would not invalidate the Fair Shot purpose; it would challenge the proposed architecture's claimed system advantage.

8. Fair Shot measurement framework

8.1 Operational definition

A fair shot is the real, not merely formal, probability that a resident—regardless of starting position—can secure basic stability, develop and use capabilities, exercise meaningful agency, withstand foreseeable shocks, and build or pass forward household and community assets.

It does not mean equal outcomes. It means less punishing starting conditions, usable pathways, protection against preventable collapse, and agency over decisions that shape life. The unit of concern is both the person/household and the community capacity available across generations.

8.2 Do not collapse Fair Shot into one score

A single index would hide trade-offs, value judgements and severe deprivation. The public instrument should be a dashboard with six lenses:

Lens	Core question	Reporting rule
Floor	Is anyone below a minimum condition required to function?	Report counts and rates below each floor; an average gain cannot erase a worsened floor.
Pathway	Can residents move from instability toward capability and choice?	Track transitions and cohorts, not only annual snapshots.
Agency	Can people make choices and influence consequential decisions?	Measure felt influence, response and appeal—not attendance alone.
Assets	Are households and the community building buffers and productive capacity?	Show liquid buffers, tenure/equity and net community wealth.
Inheritance	Are gains durable and obligations funded across generations?	Report asset condition, liabilities, child/youth outcomes and 5/10/20-year projections.
Resilience	Can gains survive a shock?	Combine household buffers with critical-service continuity and recovery.

8.3 Core Fair Shot dashboard

Dimension	Headline outcome	Core indicators	Useful Canadian source or local collection	Essential disaggregation
Housing stability	People can remain safely and affordably housed	12/24-month housing retention; involuntary moves; shelter entries/returns; core housing need; severe shelter-cost burden; hidden homelessness	CMHC core housing need [W22]; shelter/admin and resident panel	Tenure, income, age, disability, household type, neighbourhood, Indigenous governance-defined categories
Disposable income and essentials	Essential costs leave room to live, save and choose	Market Basket Measure disposable income; residual income after essentials; essential-cost ratio; arrears; nutritious basket price; food insecurity	Statistics Canada MBM [W24] and HFSSM [W23]; local matched baskets	Income decile, family type, tenure, geography, disability
Ownership, security and buffers	Residents have durable tenure and financial shock capacity	Home/equity entry where desired; secure-rental share; liquid savings months; high-cost debt; net worth; insurance	Survey/admin/lender or program data with safeguards	Tenure, income, age/cohort, newcomer status, race where lawful and appropriate
Employment participation and job quality	People can obtain and sustain decent, chosen work	Employment underutilization; retention; real earnings; involuntary part-time; predictable schedule; benefits; disability accommodation	Labour-force and program/employer cohorts	Age, gender, disability, education, geography, care responsibility
Skills and mobility	Learning produces portable capability and real opportunity	Completion; certification; placement; 6/12/24-month retention; wage gain; occupational match; vacancy fill time	Training provider, employer and credential data	Entry qualification, income, age, disability, population group

Dimension	Headline outcome	Core indicators	Useful Canadian source or local collection	Essential disaggregation
Healthcare access	Needed care is reachable, timely and continuous	Primary-care attachment; third-next-available appointment; unmet need; travel time; missed care; continuity; selected quality/safety outcomes	CIHI access work [W26], provincial data, clinic cohorts	Age, disability, income, geography, language, attachment status
Mobility	Essential destinations are reachable within reasonable time and cost	Share reaching work/care/food/learning within threshold; door-to-door time; reliability; fare/transport burden; accessibility failures	Transit AVL/APC, travel survey, accessibility audit	Neighbourhood, disability, shift time, income, vehicle access
Digital access	Connectivity is affordable, adopted, reliable and usable	Availability; subscription/adoption; actual speed/latency; outage; price burden; device access; literacy; accessibility	Provider/network tests, household survey, CRTC context [W31]	Income, age, disability, geography, household type
Time poverty	Essential life does not consume all discretionary time	Paid work + unpaid care + commute + service administration; schedule volatility; discretionary time	Statistics Canada Time Use Survey [W25] plus local diary sample	Gender, care responsibility, income, disability, shift status
Meaningful voice	Residents can influence and challenge consequential decisions	Felt say; participation reach; representativeness; input-to-decision trace; response/closure time; appeal use/outcome; trust as associated measure	Local panel/admin; OECD trust questions [W27]	Neighbourhood, age, language, disability, tenure, income; missing participants
Household and community inheritance	Current gains become durable future capacity	Household net assets/equity/savings; child material deprivation; youth pathway outcomes; net community wealth per resident; asset condition; reserve coverage	Municipal financial/asset systems; household panel; youth data	Cohort/generation, income, tenure, neighbourhood
Resilience	Households and services withstand shocks without preventable collapse	Emergency savings; eviction/foreclosure prevention; food/energy reserve days; critical-service recovery time; backup success; business/service continuity	Household panel, emergency and utility systems	Priority population, critical service, geography, event type

The Canadian Quality of Life Framework and federal wellbeing reporting offer relevant domain and fairness/resilience concepts, but CDMM needs its own causal and project-level contribution logic [W20–W21].

8.4 Headline measures and formulas

The following measures are candidates for a consistent public dashboard. Thresholds must be set locally before evaluation and accompanied by full distributions.

Essential-cost ratio

$$\frac{(Housing + nutritious\ food + home\ energy + required\ transport + basic\ connectivity + essential\ care/childcare)}{\div\ disposable\ household\ income}$$

Residual income after essentials

$$Disposable\ household\ income - locally\ priced\ essential\ basket$$

Fair Shot priority gap

Outcome for reference population - outcome for predeclared priority population

For outcomes where lower is better, the direction is reversed. Publish both levels; a narrowing gap caused by deterioration among the reference group is not progress.

Meaningful voice closure rate

Consequential inputs receiving a traceable decision, reason or referral within the service standard ÷ consequential inputs logged

Municipal net community wealth

Productive public/community assets + funded reserves + assessed institutional capability - debt - contingent liabilities - deferred maintenance - remediation/decommissioning obligations

Financial values should be accompanied by non-financial asset condition, critical capability and ecological indicators. Human beings are never entered as balance-sheet assets.

8.5 Measurement rules that prevent gaming

1. **Predeclare the theory of change.** Show how an activity is expected to change access, behaviour, outcome and system condition.
2. **Separate output, access, outcome and inheritance.** Units built are not housing stability; kilometres of fibre are not adoption; attendance is not voice.
3. **Publish baseline, target, trend and comparator.** A before/after change without context is weak evidence.
4. **Use contribution language unless attribution is credible.** Randomization, matched comparison, interrupted time series or other designs may support stronger causal claims; most portfolio outcomes will require bounded contribution claims.
5. **Measure gross and net.** Deduct leakage, displacement, deadweight, financing, subsidy, lifecycle cost and externality where material.
6. **Report medians, distributions and floors.** Averages can hide exclusion and outliers.
7. **Disaggregate before celebrating.** No aggregate Fair Shot success if a priority floor materially worsens without transparent justification and remedy.
8. **Track cohorts and transitions.** Follow people's housing, work, income or training pathways with consent and privacy protection; do not infer life improvement from program throughput.
9. **Use multiple horizons.** Publish near-term access/output, 1–5-year outcome, and 10–20-year inheritance indicators.
10. **Protect privacy and rights.** Collect only needed data, set retention limits, prohibit punitive eligibility use, and use rights-respecting Indigenous data governance.
11. **Preserve failed results.** Do not silently change indicators or baselines after performance is known.
12. **Use independent assurance.** Financial audit alone is insufficient; the outcome scorecard, methods and claim classifications need periodic external review.

8.6 Autonomy-to-outcome accountability map

Autonomy	Primary Fair Shot accountabilities	Important spillovers to test
Housing	Stability, severe cost burden, secure tenure, condition, desired ownership/equity pathways	Health continuity, job retention, school stability, time and voice
Municipal Grocery	Matched nutritious basket, access, reliability, food insecurity contribution	Local supplier income, transport burden, energy/logistics resilience
Fuel	Access, price reliability, emergency continuity, environmental safety	Transport continuity, enterprise logistics, stranded liability
Healthcare	Attachment, timeliness, continuity, unmet need, travel burden, quality/safety	Work/school continuity, household cost, digital/transport use

Autonomy	Primary Fair Shot accountabilities	Important spillovers to test
Transportation	Reachability, door-to-door time, reliability, affordability, accessibility	Employment pool, missed care, grocery access, participation/time poverty
Workforce & Skills	Portable completion, placement, retention, earnings, job quality, participation	Staffing and delivery cost in every other field; private-employer effects
Resource Development	Water/service reliability, environmental condition, rights compliance, net local benefit	Housing/enterprise capacity, health, energy use, long-term liabilities
Energy	Essential-energy burden, reliability, efficiency, emissions/transition and reserves	Housing stability, business cost, critical-service continuity
Digital & Communications	Affordability, adoption, performance, accessibility, uptime, literacy and cyber safety	Work/learning/health access, operations, voice and system risk

8.7 Measurement governance cycle

The minimum cycle is:

1. residents, rights-holders and technical evidence identify a priority Fair Shot gap;
2. the municipality publishes the baseline, alternatives, causal pathway and distribution hypothesis;
3. council or the authorized body approves the option, financing, public-service obligation and stop/scale gates;
4. delivery teams publish output and access data at an appropriate cadence;
5. an independent evaluator tests outcomes, net effects and unintended consequences;
6. the municipality reports what changed, what did not, who benefited, who bore cost, and why it will proceed, redesign, scale or stop; and
7. long-term asset, liability and inheritance measures feed the next capital decision.

That cycle converts meaningful voice from an event into an accountability relationship.

9. Website architecture recommendation

9.1 Live-site diagnosis

The website should not be rewritten until the substantive architecture is reconciled. As inspected on 15 September 2026, it creates five comprehension and credibility problems:

Current condition	Why it matters	Required correction before rewrite
Homepage leads with an economic framework; Fair Shot appears later in About content.	Visitors encounter the instrument before the purpose.	Put “One Life. A Fair Shot” and the people/community logic first.
Overview says “six interconnected pillars.” Research presents “three core pillars and extended initiatives.”	Competing taxonomies undermine the authority of the Nine Autonomies.	Retire the six/three-pillar schemes and publish one exact nine-field list everywhere.
MGA and enterprises dominate the visible model.	A grocery or enterprise portfolio can be mistaken for CDMM as a whole.	Present MGA and other vehicles beneath their Autonomies and the system logic.
How It Works prescribes phases culminating in “genuine fiscal autonomy.”	It implies a universal route and constitutional/fiscal result beyond current evidence.	Explain diagnose → compare → build → evaluate → reinvest, with local choices and gates.
Scenario numbers and claims are not accompanied by an inspectable model.	Percent savings, job counts, multipliers and long-run wealth can read as promises.	Put assumptions, geography, base year, counterfactual, ranges, sources and status beside every number.
Governance language is high-level.	“Council oversight” and “community input” do not show who decides, responds, audits or appeals.	Publish role separation, board standards, voice/response process, scorecard and independent evaluation.

Current condition	Why it matters	Required correction before rewrite
Legal and rights constraints are not prominent.	Visitors can mistake local capacity for unilateral authority.	Add a clear jurisdiction and Indigenous rights section and link it from each Autonomy page.

9.2 Recommended encounter order

The site should guide a first-time visitor in this sequence, matching the user's requested logic and the audit findings:

- Human purpose — One Life. A Fair Shot**
State the purpose in human language before economics. Define Fair Shot as stability, capability, agency, resilience and inheritance—not equal outcomes.
- People — People as a Productive Resource**
Explain unused capability caused by structural barriers, with the dignity safeguard: people are the purpose, and productivity does not determine worth.
- Community — Invest in Ourselves**
Introduce capacity that grows with the community, community inheritance and the municipality's ability to write its own story its own way. Distinguish invariant architecture from local choices.
- The Nine Autonomies**
Publish one authoritative hub and nine exact pages: Housing; Municipal Grocery; Fuel; Healthcare; Transportation; Workforce & Skills; Resource Development; Energy; Digital & Communications.
- System effect — Why connection matters**
Show dependencies, reinforcing loops, delays, trade-offs, common-mode risks and the rule that fields may phase separately but must be assessed together.
- Economic mechanism — Diagnose, build, retain, reinvest**
Explain affordability, avoided cost, local circulation, productive assets and possible net returns. Separate public value from profit and disclose leakage, displacement and lifecycle cost.
- Accountability — Meaningful voice and governed power**
Show how residents influence decisions, how input receives a response, how boards and council roles are separated, how rights and professional standards are protected, and how projects stop.
- Evidence — What is known, assumed and being tested**
Use visible labels for verified evidence, precedent, CDMM principle, planning scenario, assumption, local evidence required and decision rule. Host the Fair Shot dashboard here.
- Global comparison — Similar mechanisms, distinctive architecture**
Present fair comparisons and the bounded originality statement. Do not use "world's first" as a fact until the protocol is complete.
- Technical material**
Provide governance templates, legal screens, capital and lifecycle methods, scenario models, data dictionaries, evaluation protocols, source register, versions and downloadable reports.

9.3 Recommended primary navigation

Keep the top-level navigation compact while preserving the encounter order:

Primary item	Contents
The Model	Fair Shot; People; Community; How the System Works
Autonomies	Nine-field hub and nine exact pages

Primary item	Contents
Results & Accountability	System effects; meaningful voice; Fair Shot scorecard; governance and stop/scale decisions
Evidence	Evidence register; scenarios; global comparisons; originality protocol; current evaluations
Resources	Technical centre; legal/jurisdiction material; downloads; version history; glossary
About	Bola Ademolu; origins and lived experience; collaborators/credits; contact

The homepage can remain short. Its job is to establish purpose, show the nine-field system, explain why interaction matters, state what CDMM does and does not claim, and direct visitors to evidence.

9.4 Page-level content contract

Every Autonomy page should answer the same questions without forcing identical local solutions:

1. What Fair Shot barrier does this field address?
2. What does “local capacity” mean in this field?
3. How does it depend on and support the other Autonomies?
4. What can municipalities typically do, and what remains provincial, federal, regulated or rights-holder authority?
5. What ownership, procurement, partnership, regulatory and no-build options must be compared?
6. What are the major capital, operating, workforce, market, environmental, data and failure risks?
7. Which indicators show output, access, outcome, net community return and inheritance?
8. What is established evidence, what is precedent, what is a CDMM principle and what is only a scenario?
9. What local evidence is required before proceeding?
10. What conditions trigger proceed, redesign, scale, pause or stop?

9.5 Claim and number standard

Every public quantitative claim should display or link to:

- claim status: observed, sourced comparator, modelled scenario or target;
- geography, population, currency and price year;
- baseline and counterfactual;
- time horizon and implementation phase;
- assumptions and data sources;
- gross versus net treatment;
- capital, financing, lifecycle and subsidy treatment;
- leakage, displacement and uncertainty;
- distribution by priority population where relevant; and
- the condition that would falsify or retire the claim.

Replace absolute phrases such as “self-sustaining,” “eliminates profit extraction,” “jobs not subject to restructuring,” “every dollar retained,” “dramatically reduced,” “reverses demographic decline” and “genuine fiscal autonomy” unless a narrowly defined, sourced case supports them. Appropriate alternatives include “targeted operating sustainability,” “potential revenue diversification,” “reduced essential-cost burden,” “local value retained after leakage” and “planning scenario—not forecast.”

9.6 Content migration map

Existing content	Future location	Treatment
About-page Fair Shot and inheritance material	Human purpose and Community	Elevate; make it the opening logic rather than background.
Six principles/pillars	The Model	Recast as principles only if they do not compete with the nine-field taxonomy.
MGA page	Municipal Grocery Autonomy	Preserve concrete mechanism; add alternatives, matched-basket method, legal and evidence gates.
Housing page	Housing Autonomy	Preserve FH/MTH as components; include rental/supportive outcomes and full tenure/land rules.
Enterprises page	Economic mechanism + relevant Autonomy pages	Treat enterprises as delivery vehicles across fields, not a parallel architecture.
How It Works phases	How the System Works	Replace universal chronology with a gated local evaluation cycle; keep diagnose → build → reinvest.
Research scenarios	Evidence / Scenario registry	Preserve only with model files, assumptions, sensitivity, counterfactual and visible scenario label.
Origins and lived experience	About	Preserve authorship and motivation; separate origin narrative from evidence claims.

9.7 Accessibility and comprehension

The site should use progressive disclosure: a human first layer; a systems layer; and a technical layer. Plain-language pages should link directly to the evidence register rather than simplifying away uncertainty. Mobile displays should preserve the exact nine order. Diagrams need text alternatives, tables need accessible headers, and voice/evidence tools must not depend on broadband, English fluency or high literacy alone.

10. Overall conclusion

CDMM's architecture has a coherent centre: a municipality exists to improve the real life chances of people; the barriers that constrain those chances are systemic; durable local capacity can address some of them; and what one generation builds should widen the next generation's options. The Nine Autonomies provide a disciplined field map, while meaningful voice and local authorship prevent the map from becoming a remote template.

The architecture is weakest where aspiration crosses into institutional and causal certainty. Ownership is sometimes treated as required and elsewhere as an option. Phasing is allowed but "full" is undefined. Growth and productive-resource language can conflict with dignity, resident retention and non-market contribution. Gross assets can be mistaken for inheritance. Enterprise revenue can be mistaken for public value. Local spending can be mistaken for net additional wealth. Integration can be mistaken for resilience when it may produce cascade risk.

None of those findings requires a tenth Autonomy. They require a more explicit operating constitution for the nine: fidelity, option appraisal, jurisdiction, capital and workforce integration, role separation, cross-subsidy disclosure, rights protection, data governance, Fair Shot measurement, independent evaluation and failure/exit rules.

The originality audit supports a confident but bounded statement. CDMM's individual mechanisms have important precedents. No exact match to the full combination was identified. The credible claim is architectural distinctiveness, not unqualified historical priority and not proven effectiveness.

The model is therefore **ready for disciplined specification and local testing, but not for outcome promises**. Its public credibility will rise if the website makes the human purpose primary, makes uncertainty visible, treats contrary evidence as learning, and shows residents and reviewers exactly what would cause a project to proceed, redesign, scale or stop.

Appendix A. Minimum public specification for a CDMM implementation

This checklist evaluates fidelity; it does not prescribe which enterprise a municipality must build.

Specification item	Public evidence expected
Fair Shot problem statement	Baseline, priority populations, lived-experience input and evidence of the barrier
Nine-field baseline	Condition of each Autonomy and cross-field dependency map
Local authorship	Which choices are local, why they reflect place, and which invariant rules are retained
Authority register	Statutes, bylaws, approvals, regulators, agreements, rights-holders and unresolved questions
Options appraisal	Ownership, procurement, regulation, partnership and no-build comparison where applicable
Full-cost model	Capital, financing, operating, workforce, maintenance, renewal, reserves, exit and externality
Market-effects assessment	Demand, prices, competitors, suppliers, leakage, displacement and competitive neutrality
Distribution assessment	Who benefits, who pays, priority floors and mitigation for adverse effects
Governance design	Council, owner function, board, regulator, operator, auditor, voice, appeal and conflict rules
Portfolio integration	Capital, workforce, land, energy/water, digital/data, procurement and risk dependencies
Fair Shot scorecard	Definitions, baselines, targets, disaggregation, horizons, privacy and publication schedule
Decision gates	Proceed, redesign, scale, pause and stop thresholds set before performance is known
Inheritance account	Net assets, condition, reserves, debt, contingent liabilities, deferred maintenance and capability
Evaluation	Independent method, comparator/counterfactual where feasible, limitations and public response

Appendix B. Originality verification protocol

1. Freeze the authoritative architecture, date it and retain a tamper-evident version history.
2. Define “functionally comparable,” “municipal,” “integrated” and “full.”
3. Search by function, not only by the CDMM name, across municipal ownership, utilities, housing, food retail, finance, procurement, cooperatives, participation, systems development and inheritance.
4. Search multiple languages and historical archives, including municipal associations, university repositories and Indigenous/community governance sources.
5. Record queries, databases, dates, inclusion/exclusion criteria and candidate cases.
6. Compare candidates against the fixed architecture using the same matrix.
7. Invite independent municipal-history, public-administration, economic-development and Indigenous-governance reviewers.
8. Publish close matches and limitations, not only supporting cases.

9. Use time-bounded wording tied to the protocol and update the register when new evidence appears.

Appendix C. Source register

CDMM internal corpus

- [C01] *CDMM Flagship Master Proposal 10of10*. Internal source supplied for audit.
- [C02] *CDMM Nine Autonomies Website Content Pack*. Internal source supplied for audit.
- [C03] *CDMM Windsor, Ontario Full Analyst Proposal—Expanded*. Internal source supplied for audit.
- [C04] *CDMM, Meaningful Voice, Community Power and Accountable Local Government*. Internal source supplied for audit.
- [C05] *CDMM GA Saint John Revised Proposal*. Internal source supplied for audit.

Public and research sources

- [W01] Government of Canada, *Constitution Acts, 1867 to 1982*, sections 91–92. laws-lois.justice.gc.ca
- [W02] Department of Justice Canada, *Principles Respecting the Government of Canada's Relationship with Indigenous Peoples*. justice.gc.ca
- [W03] Department of Justice Canada, *Duty to Consult and Accommodate*. justice.gc.ca
- [W04] OECD, *Systemic Thinking for Policy Making*. oecd.org
- [W05] UNDRR, *Critical Infrastructure Interdependency Analysis: Operationalising Resilience Strategies*. undrr.org
- [W06] OECD, *OECD Guidelines on Corporate Governance of State-Owned Enterprises 2024*. oecd.org
- [W07] Preston City Council, *What is Community Wealth Building?* preston.gov.uk
- [W08] Evergreen Cooperative Corporation, *Evergreen Cooperatives*. evgoh.com
- [W09] Empresas Públicas de Medellín, *Relación con el Distrito de Medellín*. epm.com.co
- [W10] City of Vienna, *Housing in Vienna*. wien.gv.at
- [W11] Wiener Stadtwerke, *Sustainability Activities 2024*. wienerstadtwerke.at
- [W12] MONDRAGON Corporation, *About Us*. mondragon-corporation.com
- [W13] International Labour Organization, interview on MONDRAGON governance and solidarity mechanisms. ilo.org
- [W14] EPB, *History*. epb.com
- [W15] City of Edmonton, *EPCOR 2025 Annual Report*. edmonton.ca
- [W16] Kansas State University Rural Grocery Initiative, *Case Studies* (including St. Paul, Kansas municipal grocery). ruralgrocery.org
- [W17] Prefeitura de Porto Alegre, *Orçamento Participativo*. prefeitura.poa.br
- [W18] German Savings Banks Finance Group, *Financial Report 2021*. dsgv.de
- [W19] City of Amsterdam, *Circular Economy*. amsterdam.nl
- [W20] Government of Canada, *Quality of Life Framework for Canada*. canada.ca
- [W21] Public Health Agency of Canada, *Working Together to Thrive: Well-Being and Public Health, 2025*. canada.ca
- [W22] Canada Mortgage and Housing Corporation, *Identifying Core Housing Need*. cmhc-schl.gc.ca
- [W23] Statistics Canada, *Food Security indicator / Household Food Security Survey Module*. statcan.gc.ca
- [W24] Statistics Canada, *The Market Basket Measure methodology*. statcan.gc.ca
- [W25] Statistics Canada, *Time Use Survey*. statcan.gc.ca
- [W26] Canadian Institute for Health Information, *Better access to primary care key to improving health of Canadians*. cihi.ca
- [W27] OECD, *Survey on Drivers of Trust in Public Institutions—political agency and trust*. oecd.org
- [W28] Blom-Hansen et al., *Jurisdiction Size and Local Government Policy Expenditure: Assessing the Effect of Municipal Amalgamation*, *American Political Science Review*. cambridge.org
- [W29] Saarimaa and Tukiainen, *Political Representation and the Effects of Municipal Mergers*, *Political Science Research and Methods*. cambridge.org
- [W30] Government of Ontario, *Public Hospitals Act*. ontario.ca
- [W31] Canadian Radio-television and Telecommunications Commission, official mandate and telecommunications resources. crtc.gc.ca
- [W32] Mental Health Commission of Canada, *At Home/Chez Soi National Final Report*. mentalhealthcommission.ca
- [W33] World Bank, *Strategic Municipal Asset Management*. worldbank.org
- [W34] World Bank, *Assessing and Managing Credit Risk from Contingent Liabilities: A Focus on Government Guarantees*. worldbank.org

Website pages inspected

- CDMM home: cdmmmodel.ca
- Overview: cdmmmodel.ca/cdmm-overview
- How It Works: cdmmmodel.ca/how-it-works
- Municipal Grocery Authority: cdmmmodel.ca/municipal-grocery-authority
- Housing: cdmmmodel.ca/housing
- Enterprises: cdmmmodel.ca/enterprises
- Research & Evidence: cdmmmodel.ca/research-evidence
- About: cdmmmodel.ca/about

Access date for all public web sources: 15 September 2026. Website paths are recorded as inspected; a future content migration should verify redirects and canonical URLs.

Appendix D. Publication claim control

Claim type	Audit disposition	Evidence-safe form now
CDMM has a coherent human purpose and nine-field architecture.	Supported as a description of the proposed model.	"CDMM connects nine named fields around a Fair Shot purpose, meaningful voice, local adaptation and community inheritance."
CDMM's complete architecture is distinctive.	Provisionally supported. No exact comparator was identified under this review.	"No exact match to the complete architecture was identified in this audit."
CDMM is the world's first full model of its kind.	Not verified. "Full" and the prior-art protocol are incomplete.	Do not use as fact; use the bounded originality statement and publish the protocol.
CDMM will lower prices, retain specified millions, create a stated number of jobs or multiply local spending.	Scenario only unless locally modelled and later observed.	Give range, place, base year, assumptions, counterfactual, full cost, leakage, displacement and uncertainty.
CDMM becomes self-sustaining or creates genuine fiscal autonomy.	Not supported as a general claim.	"A project may achieve targeted operating sustainability or diversify revenue if local tests are met."
CDMM gives people a fair shot.	Purpose established; outcome unmeasured.	"Fair Shot is CDMM's governing purpose; contribution will be assessed through the published dashboard and independent evaluation."
Larger municipalities are inherently cheaper or more suitable.	Contradicted as a general rule.	"Efficient scale is service-specific and includes diseconomies, distribution and intermunicipal options."