

**Executive Summary**

Decline is a real and protracted issue that has taken shape and form in different ways across Northern Ontario. While not all municipalities have been hit equally hard by the effects of industry flight, an aging population, and youth out-migration

	build capacity industry returning the only plan.
<b>District</b>	<ol style="list-style-type: none"><li>1. Develop resource-sharing measures for skilled white-collar employees that bring feet on the ground at least at the district-level.</li><li>2. Help facilitate contract-splitting between municipalities.</li></ol>

<p><b>Provincial</b></p>	<ol style="list-style-type: none"> <li>1. Produce schedules and policy that fully implement and explain all aspects of the plan.</li> <li>2. Fund projects, services, and infrastructure with full-costing in mind. Upfront capital investments can do more harm than good if they do not also provide the funding to maintain the service long-term.</li> <li>3. Consider implementing social procurement policies that promote hiring and retaining local contractors and businesses as much as possible, even when costlier.</li> </ol>
<p><b>Local, District, &amp; Provincial</b></p>	<ol style="list-style-type: none"> <li>1. <i>Growth Plan.</i> It needs several smaller-scale plans developed in conjunction with the Province.</li> <li>2. Provide resources to help all levels of government identify and prioritize larger-scale projects with the greatest long-term benefits, so that municipalities can receive the greatest return on investment as their tax bases decline.</li> </ol>

These next steps are addressed to various levels of government and are not an exhaustive list of the various policies and initiatives that could be undertaken to address the issues of decline in Northern Ontario. However, what they do accomplish is presenting high-level directions for