

Action Plan



**Opportunities @ Home
Chapleau and Region**

November 2001

www.fnetbcfne.on.ca/YouthForum/Youth_Forum.html

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Introduction



The Issue

Youth are leaving the North—should we worry about it? Can we do anything to stop losing our youth? The answer to both questions is yes.

First we should be clear about the nature of the problem. To provide a common statistical basis about the issue, the Far Northeast Training Board (FNETB)¹ commissioned a demographic study, 'Youth Out-Migration from the FNETB Area' released in March 2001². Our major problem in the North is declining population overall and for youth. The problem is compounded because we are not attracting a large number of youth in-migrants³. The population in NE Ontario continues to decline while the population increases in the rest of the province. Between 1981 and 1996 the overall population of the Northeast declined by 6.2% while Ontario as a whole grew by 25%, a discrepancy of more than 30%⁴. These population trends are projected to continue. In Ontario between 2001 and 2011, total and youth populations are projected to each increase by 13%. On the contrary, in the Northeast, total population is expected to decline by 1.7% and youth population by 9%⁵. The losses are compounded when youths settle and raise their families elsewhere. These losses result in a lower birth rate and the consequential detrimental effects on the Northern economy extend into the next generation. The net effect is to drive population away and reduce the likelihood of attracting in-migrants.

Demographic changes specific to the Superior East⁶ area include:

Superior East (focusing on the town of Chapleau located 200 km east of Timmins on Highway 101) is the smallest of the FNETB catchments—including about 700 youth (or 2% of FNETB area) with about 230 in each age cohort (15-19, 20-24, 25-29).

Chapleau has a bigger problem with out-migration in general rather than youth out-migration. Chapleau has the lowest percent of youth out-migration of all the FNETB regions. (Caution: Dealing with very small numbers may skew statistics.) More youth in the 15-19 age group are moving out than in other regions; numbers are probably affected by 18 & 19 year olds.

¹The FNETB area covers Northeastern Ontario stretching from the Tri-Town area in the south to the coastal communities of James Bay in the north. It is bound by the Quebec border on the east and by the communities of Chapleau and Hornepayne on its western side.

² Available from FNETB at 1-800-530-9176 or 705-362-5788 or on the FNETB website at www.fnetbcfne.on.ca/

³ Suthey Holler Associates, FNETB Research Report, Youth Out-Migration from the FNETB Area, p32.

⁴ Ibid., p5.

⁵ Ibid., p9.

⁶ Corresponds to Superior East Community Development Corporation. Only Chapleau and its 3 Aboriginal communities were included.

Introduction Continued...



In the 20-24 age group, more stay—perhaps those who haven't left by 18 to go to school are more likely to stay for awhile. For the 25-29 cohort, the rate of out-migration jumps again—people may be leaving to look for more secure work or perhaps they now have enough money to go away to school.

Chapleau jobs in the knowledge economy (considered critical for keeping up) are limited to some Management positions. Given the Chapleau economy, we should see many more knowledge-based jobs in Business and Finance as well as in Natural and Applied Sciences. But the numbers aren't there. Annual total youth out-migration is estimated to be 150. For Chapleau to have any impact on these losses, the region would have to target retaining or attracting 75 youth per year⁷.

Population loss, particularly the loss of the youth cohort, has been identified as a key issue affecting the development and economy of Northeastern Ontario. Across the Northeast, the effect of overall population loss is evident in reductions in availability and levels of service. Obvious sectors include transportation (air, rail), health care and education. Youth understand this general economic situation and are influenced by existing trends when choosing to leave the North for educational and employment opportunities. One of these trends is a preference for urban centres even if a desired job is available in a smaller community⁸. Addressing the problem of Youth Out-Migration encompasses all aspects of Northern life in our small communities.

Background – Model Development

A Steering Committee (of representatives from Far Northeast Training Board (FNETB) and community stakeholders from Kirkland Lake) in conjunction with a Coordinator (sponsored by the Fed Nor Internship program) developed a format for Youth Forums suitable for use across the Northeast. This approach was pilot tested and refined during the Kirkland Lake Youth Forum held in May 2001. Follow-up meetings provided a template for forum reports and action plans.

Local Forum

A local Steering Committee was formed with representatives from FNETB plus the Chapleau Education and Training Coalition, to plan Chapleau's forum. In November 2001 a Youth Forum held at the Chapleau Community Centre considered the issues around youth out-migration for the Chapleau region. The event was attended by 20 participants, with 12 representing youth aged 15-29, and 8 from community stakeholders, including industry, small business and municipal leaders.

⁷Presentation by Chris Rees, Suthey Holler Associates. Also see Suthey Holler Associates, FNETB Research Report (Companion Volume), Youth Out-Migration from the FNETB Area, pp3-5,7-1 0.

⁸ Suthey Holler Associates, FNETB Research Report, Youth Out-Migration from the FNETB Area, p32.

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The Chapleau forum was conducted simultaneously in French and English. Participants responded in the language of their choice resulting in a one set of recommendations for the group. Over two days, participants learned about the problem of Youth Out-Migration from the area and identified strategies that could help keep youth in the community of Chapleau in Northeastern Ontario. Their work forms the substance of this report.

Outcomes

Forum planning has endeavoured to assure that recommendations to address Youth Out-Migration will move forward. Recommendations will be moved as closely as possible towards implementation on two levels.

Seven similar forums are either complete or planned by the FNETB across Northeastern Ontario—in Kirkland Lake, Timmins, Kapuskasing, Haileybury, Hearst, Moose Factory and Chapleau. From each of these Forums will come more information and ideas, some local and specific in nature, others with a more regional focus. The cumulative effect of this regional activity will be sets of statistical data which are comparable and can be updated. From this comes the potential, perhaps for the first time, to develop coordinated strategies based on a common factual basis. The Northeast will be able to speak authoritatively about solutions to the issue of youth out-migration.

Most important, though, is the response of communities at the local level. Following each local forum, the project will continue with dissemination of recommendations and action plan to community constituents. Youth and stakeholders from the community, who developed the recommendations in this report, will play a critical role in transferring responsibility for action to the local level. If each small community implements a small portion of the recommendations, momentum will build and drive actions at the regional level.

By better understanding this issue and by finding the common ground for our geographically dispersed communities, we can keep more of our youth here and happy in the North East.

Recommendations



The strategies brought forth by Youth Forum participants have been grouped into seven recommendations as follows:

1. Prepare youth for local employment opportunities
2. Provide financial incentives to stay in the north
3. Create more recreation and organizations for youth
4. Offer more educational courses and programs
5. Improve community services
6. Encourage young entrepreneurs to locate here
7. Promote Northern lifestyle

Each recommendation is explained under four headings:

- ▶ Issue
- ▶ Opportunities @ Home
- ▶ Challenges
- ▶ Summary

Opportunities @ Home is the theme for Youth Forum and therefore a suitable heading for the positive potential of each recommendation.

These recommendations are based on the discussions of participants at the Chapleau Youth Forum. A complete list of the discussion statements is in Appendix I. Full participant analysis of each statement is available from the Far Northeast Training Board at 1-800-530-9176 or 705-362-5788.

“Northerners are needed to do work in the North.”
– Youth Forum Guest Speaker

1 - Prepare youth for local employment opportunities



The Issue

Local industry is already experiencing shortages of skilled workers and having difficulty filling vacancies. Professionals work in Chapleau for only a few years before returning south or moving to larger centres. For example, all the foresters at the MNR in Chapleau are from outside the area. Local mills and the railway are using in-house training to grow their own workers providing opportunities for some unskilled youth. High school co-op placements provide a way for youth to get “a foot in the door”. Local businesses need to invest in Chapleau's youth to help them make the choice to stay in the North.

Opportunities @ Home

- ▶ Support access to existing mentorship programs for youth to learn skills–develop other programs as needed.
- ▶ Promote and encourage our youth to pursue trades careers.
- ▶ Develop a local youth employment council.
- ▶ Build contacts with employers, schools and students to develop youth employment opportunities.
- ▶ Inform youth of requirements for different local trades and skills.
- ▶ Develop a Chapleau Job and Skills inventory.
- ▶ Offer more summer co-ops for youth–develop a more general plan.

Challenges

- ▶ Need support from schools and businesses.
- ▶ Donated time needed.
- ▶ After completion of studies, no one acts as a local broker for jobs.
- ▶ Expectations may be set too high.
- ▶ Co-op experiences need to be meaningful work.
- ▶ Finding sources of funding for co-op and mentoring programs.

Summary

Local industry needs to commit to investing in local youth to address present and upcoming skill shortages. Mentoring programs such as apprenticeships and high school co-op experiences need to be established to provide hands-on learning for youth. Employers need to clearly communicate what skills are going to be needed in the future to produce the skilled employees necessary to their operations. They need to ensure youth are aware of the availability and benefits of local employment so they can choose to stay in the North. Most Youth Forum participants felt preparing youth for local employment opportunities was the best action for addressing youth out-migration.

2 - Provide financial incentives to stay in the north.



The Issue

Chapleau has a bigger problem with out-migration in the general population as compared to other FNETB regions. However, Chapleau loses high numbers of the 25 to 29 youth cohort. Three possible reasons for leaving suggest themselves: to attend school after a few years of working and saving, to find jobs unavailable in Chapleau or to move on to another job after gaining work experience. In-migrants of all ages tend to stay only a short time before moving on. The challenge is to find incentives that will not only attract people to Chapleau but will also retain more youth and residents of other ages.

Opportunities @ Home

- ▶ Companies should provide financial aid as an incentive to stay in Chapleau.
- ▶ Employers should guarantee employment for youth.
- ▶ Employers should hire a certain percentage of people from the North.
- ▶ The community should provide a variety of opportunities in different fields.
- ▶ Need to work with government to maximize the benefits of government programs, e.g. tax incentives, relief grants, etc.

Challenges

- ▶ If program is not properly planned, there might be a possibility of abuse.
- ▶ Funds may not be sustained long enough to make a difference.

Summary

A combination of incentives ranging from financial bonuses to employment guarantees are needed to entice youth to stay in Chapleau. Keeping employees longer helps create a more stable local economy and satisfied employers and employees always reflect positively on the community. Government assistance is a worthwhile investment in economic development because it decreases unemployment and supports progress in industry. Many Youth Forum participants felt that providing financial incentives to stay in the North has the best long term potential to decrease youth out-migration.

3 - Create more recreation and organizations for youth



The Issue

Youth want more activities. If they find the time long and boring, they won't want to live here! But youth aren't involved in the community and feel that their issues are not always taken seriously. With a population of 3,300, including about 700 youth, Chapleau is the smallest region in the FNETB. Youth cannot help but compare the lack of youth-oriented activities and organizations in their small, isolated community to wider variety in bigger centres such as Timmins.

Opportunities @ Home

- ▶ Example activities: build a skateboard park, bicycle trail, arcade, swimming pool.
- ▶ Create more organizations for the youth, i.e. youth group, YMCA, YWCA.
- ▶ Add more recreational activities for adolescents.

Challenges

- ▶ Cost.
- ▶ Lack of people (adults) who want to get involved (always the same people).
- ▶ To find the right personnel who listen to our youth.
- ▶ Risks of depending on inexperienced youth.

Summary

Youth want to be involved in creating youth-oriented activities such as a skateboard park, bicycle trail, arcade, swimming pool. They also recognize the need to create more youth organizations to build commitment to youth who in turn will use the organizations to give back to the community. If our youth are satisfied while growing up here, as adults, they will likely return or stay here. Youth Forum participants felt that creating youth recreational opportunities would be more effective in the long term at decreasing youth out-migration and would be easier for recruiting volunteers than other actions.

4 - Offer more educational courses and programs



The Issue

The geographical isolation and small size of Chapleau make it difficult for individuals to access educational programs. Few opportunities for post-secondary education exist in Chapleau. The shortage of Health care workers in Chapleau is a clear example. Work in the health field usually requires university preparation which means youth must study and live outside the community. Because youth have made connections and put down roots in their new communities, drawing them back to Chapleau becomes very difficult. Also, since health care workers in Chapleau need to be French speaking, it is difficult to attract francophones from other areas. The result is a permanent loss of many of our best educated youth without any offsetting gain through in-migration.

Opportunities @ Home

- ▶ Offer more post-secondary plus general interest courses and programs.
- ▶ Support youth to attend post-secondary education in the north encourage Northerners to stay here in the North.
- ▶ Encourage presentations of educational options in high schools.
- ▶ Grab youth's attention by making presentations exciting.
- ▶ Clarify choices for youth such as college, university, apprenticeships.
- ▶ Improvements in distance education with increased funding for a Contact North/College Boreal partnership.

Challenges

- ▶ Being able to view Chapleau positively in the face of discouraging statistics.
- ▶ Present information in interesting ways so youth pay attention.

Summary

More educational programs at college and university levels—both career-oriented and general interest courses—are needed. New methods of distance delivery and improvement of existing tele- and video-conferencing must be developed to provide better access. Youth need to be well-informed of educational opportunities available in the North to make well-grounded decisions about studying locally or in other regions. In addition, Northern educators need to focus on providing educational choices which are consistent with local job markets.

5 - Improve community services



The Issue

Like many other small Northern communities, Chapleau is having difficulty maintaining its existing infrastructure for transportation and health care. Without high speed Internet connection and cell phone service, it lags behind in modern telecommunications. Lack of service limits economic development and makes residents feel disadvantaged.

Opportunities @ Home

- ▶ Better services will make students attending post-secondary education feel better about visiting home more often and consider returning after completion of their studies.
- ▶ Local Health services are slowly being improved to include state of the art equipment.
- ▶ Access to improved telecommunications is a great equalizer. It removes the barriers of distance and isolation helping everyone feel equal and able to appreciate what our community has.
- ▶ Build pride in our community!

Challenges

- ▶ Increased services will mean increased cost.
- ▶ State of the art technology is not always available.
- ▶ Volume of riders may be too low to generate a profit and sustain transportation services.
- ▶ More tourist attractions need to be developed.

“I treasure the small things in life. We can have it all in Chapleau and yet be only a short drive to a bigger centre.” – Youth Forum Panelist.

Summary

Improving community services is fundamental to maintaining Chapleau's standard of living and to promoting economic development. Access to improved telecommunications perhaps through wireless technology needs to continue to be a major goal for municipal leaders. Youth need to feel confident that Chapleau will continue to be a good place to live, work and raise their families.

6 - Encourage young entrepreneurs to locate here



The Issue

The people of Chapleau have an impressive record of entrepreneurship. Provincially, although a decrease in self-employment appeared in 2000 for the first time since 1976⁹, self-employment continues to grow at a faster rate than traditional forms of employment. Between 1992 and 1997, self-employment grew 34% in contrast to the 8.2% increase in overall employment. This trend is expected to continue¹⁰.

However, many youth fool themselves by thinking they will “go south” only until their education is complete. But they don't return because they cannot see job opportunities in the North. Youth need to be prepared for a new type of workplace—one where they can create their own opportunities as entrepreneurs. Also Chapleau needs to create conditions that will develop and attract entrepreneurs. Once here, the community needs to provide them with the resources necessary to support successful ventures.

Opportunities @ Home

- ▶ Get help from a mentor who has been through establishing a business. Learn from other people's experiences—advice usually is free.
- ▶ Create your own employment when none available in your field.
- ▶ Create a higher profile for the community.
- ▶ Promote Chapleau's successes to attract other businesses to set up here.
- ▶ Electronic links possible to larger centres.
- ▶ Campaigns to support local entrepreneurs such as, “Buy locally!”

Challenges

- ▶ Must be committed to working long hours that may limit social activities.
- ▶ Funding—banks are reluctant to give small business loans to people without collateral.
- ▶ Most businesses fail within the first year due to lack of planning and cash flow.
- ▶ Need a comprehensive business plan, e.g. competitor analysis, financial plan.
- ▶ Lack of high speed Internet and cellular phone technology.

⁹ ACAATO Environmental Scan, 2001, p84.

¹⁰ ACAATO Environmental Scan, 1998-1999, p5.

6 - Encourage young entrepreneurs to locate here, cont'd



Summary

Chapleau needs to promote the advantages it offers as a business site while continuing to improve the technology infrastructure needed to attract and support successful businesses. High school educators, local entrepreneurs and the community business development centre need to collaborate to support Youth in developing entrepreneurial skills.

“Northern workers have to be independent, sure of themselves. Business preparation is a must. Grads should be prepared for flexibility in their chosen field from co-op experiences and electives.” – Youth Forum Panelist.

“I got all these awards–Canada's Top 40 under 40, highest award from Canadian First Nations, World Young Entrepreneurs–but I'm really just an every day normal person like you. I had a dream and got the education needed ...” – Youth Forum Guest Speaker.

7 - Promote Northern lifestyle



The Issue

Northerners need to realize how wealthy life in the North makes them. Beautiful surroundings close to nature and outdoor activities, opportunity to work and live in French, friendly people that know each other by name and the comfort of safe neighbourhoods are not available elsewhere. Few acknowledge the lower cost of living with cheaper housing, taxes and transportation to and from work. Youth who have not lived in the city may not realize differences. For example, in the city much time is wasted in travel and parking. Or consider that the average city dweller spends 15 hours per week in shopping. However the bargains and services of bigger centres constantly threaten local business. It's a Catch-22 situation: people go out of town because they have to or because that's where the deals are but that means stores in town lose and more local stores close.

Opportunities @ Home

- ▶ Promote the advantages of Northern lifestyle such as:
- ▶ Very short commuting time—2 minutes from work.
- ▶ Close-knit community.
- ▶ Language—Both French and English are available.
- ▶ Less stressful lifestyle—laid back approach to life.
- ▶ Safe, secure community.
- ▶ Employment available from forestry, railway, tourism, health care, education and hospitality services.
- ▶ Outdoor activities, e.g. hunting and fishing.
- ▶ Great place to raise a family; feel secure because you know children's friends and parents.
- ▶ Lower cost of houses and cheaper rent as compared to south.

Challenges

- ▶ Providing security services such as OPP and ambulance
- ▶ Limited diversity of employment opportunities.
- ▶ Overcoming small community mentality, e.g. everyone's related, gossip.
- ▶ Success is based on reputation and educational or work background. Building a record of success and overcoming setbacks takes time.
- ▶ Educating people from southern Ontario, e.g. people from the south believe that we have only dog sleds and igloos.

7 - Promote Northern lifestyle, cont'd



Summary

Chapleau's community spirit affects everyone. Youth need to learn to recognize and treasure Chapleau's Northern lifestyle. They need to be involved in community actions to maintain this lifestyle. Promotion of Northern lifestyle needs to highlight the advantages of small Northern communities that are unavailable in bigger, southern cities to build pride in our Northern heritage by those who live here and to attract others.

“City life is not for me. It was too impersonal and there were no francophones. I missed being able to live in French.” – Youth Forum Guest Speaker.

“We are facing a severe Nursing shortage and also in Occupational Therapy and Physiotherapy. We need laundry and food services workers, electricians, plumbers and engineers. We have to recruit people from outside Chapleau because we have no choice.” – Health Care Panelist.

Action Plan for Implementation



The purpose of the Action Plan is to identify initiatives that will facilitate the transfer of responsibility for implementing Youth Forum recommendations to appropriate local organizations.

The Action Plan for the Recommendations consists of four strategies, each of which is described below:

- A.** Get Back Into Communities
- B.** Inform Community Groups on Youth Forum Recommendations
- C.** Build Momentum of Local Support to Address Youth Out-Migration
- D.** Build Bridges to Develop Regional Strategies to Address Youth Out-Migration

A. Get Back Into Communities

Informing the general public is the first step in implementing the recommendations. The entire community of Chapleau needs to know that the implementation phase of the project is now under way because awareness of the results creates motivation for change.

Action

The release of the Action Plan will take place during a press conference attended by the sponsors and participants of the Youth Forum as well as members of the general public.

An advertising campaign will take place to support the release of the Action Plan. This will ensure that the citizens of Chapleau are aware that the implementation phase of the project is underway.

B. Inform Community Groups about Youth Forum Recommendations

Informing community groups about the Youth Forum recommendations is another key step in the implementing results of this project. Youth and community players will work together to make changes needed to attract or keep youth in the community.

Action

The report will be sent to all interested or affected local and regional community leaders, organizations and municipalities. Doing this, will raise awareness of the recommendations brought forth during Youth Forum. This report, together with the reports from the other Youth Forums being held in the Northeast, will ultimately be posted on the Youth Forum web site in PDF format for any individuals or organizations wishing to download the document. The Forum web site can be found at www.fnetbcfne.on.ca/YouthForum/Youth_Forum.html.

C. Build Momentum of Local Support to Address Youth Out-Migration

The recommendations cannot be implemented without local participation. Steps will be taken to get key community members involved to build local support for actions which address youth out-migration.

Action

Partners will be recruited to help build community buy-in for the recommendations outlined in this report. Partners may be community participants of the Forum, youth participants, as well as members of the general public.

Furthermore, community leaders, organizations and municipalities will be presented with an opportunity to do their part in ensuring the implementation of recommendations. During presentations, key community players will be invited to involve themselves in effecting change.

The cumulative effect of individuals and organizations taking small actions in Chapleau and ultimately across the Northeast will lend credibility and substance to efforts to attract and retain youth.

D. Build Bridges to Develop Regional Strategies to Address Youth Out-Migration

The Chapleau forum is one of seven taking place across Northeastern Ontario. All forums will be looking at ways to address youth out-migration. The FNETB steering committee has taken steps throughout this project to develop regional strategies that will help all of Northeastern Ontario achieve its objective of alleviating the out-migration of youth.

Action

In order to help build bridges and develop regional strategies across Northeastern Ontario on how to address youth out-migration, the FNETB steering committee has developed the format and process for a regional report. The regional report will consist of the findings and recommendations from all seven forums.

Furthermore, the recommendations from all seven forums will be distributed to all pertinent regional stakeholders in an attempt to prepare them for possible future regional presentations and requests.

“Why here? Because of my family and the outdoors—hunting and fishing. I have traveled all over and wouldn't choose anywhere else.” – Youth Forum Guest Speaker.

“Belong to associations and contribute to your own community.” – Youth Forum Guest Speaker.

Conclusion



Conclusion

The goal of this Youth Forum is to create an Action Plan to help Chapleau deal with the out-migration of its youth. The recommendations outlined in this report identify specific actions for Chapleau.

The responsibility now shifts to the Chapleau community to implement these recommendations. Effective change will require full support from all community levels: government (municipal, regional, provincial, federal), business, industry, education, volunteer groups and individuals. By working together to make small, incremental changes, the community can make a difference to keep our most valuable natural resource of the future—our youth.

“We have a large number of vacancies from the upper levels on down to the trades.” – Forest Industry Panelist.

“How can I get a job when I have no experience—no one will hire me without experience?” – Youth Forum Participant

“Industry needs to do more recruitment in the high schools to get people to train for local jobs.” – Youth Forum Panelist



Process for Developing Recommendations

Participants worked in groups to develop statements proposing a specific action which could be taken to encourage youth to stay in or return to the north. Each statement began with “We can retain/attract youth by ...” and was completed by an action intended to create opportunities at home for youth. Each group was mixed, with both youth and stakeholder participants, and generated 5 statements which were transcribed onto sheets. Back in plenary, the statements were posted, with similar ideas grouped together, and explained so that the larger group could understand the intent of each proposal.

Once all ideas were posted, participants signed up for discussion groups. Discussion was based on generating the 'plus', 'minus', and 'interesting' (PMI) points as well as background information about the propositions.

PMI results were presented to the large group and then posted for participants to add additional information. In plenary, the group identified ideas which were 1) the most effective in the long term 2) the most buy-in and 3) the easiest or quickest to implement. The discussion statements selected by the participants became Recommendations that form the basis of the Action Plan.

The detailed analysis for each of the following discussion statements is available from the Far Northeast Training Board, 1-800-530-9176 or 705-362-5788.

Discussion Statements (in random order)

WE CAN RETAIN OR ATTRACT YOUTH BY . . .

- ▶ Companies' providing financial aid.
- ▶ Having employers guarantee employment.
- ▶ Offering incentives for those staying in our communities in the north.
- ▶ Convincing employers to hire a certain percentage of people from the north.
- ▶ Adding more recreational activities for our adolescents.
- ▶ Creating more organizations for the youth, i.e. youth group, YMCA, YWCA.
- ▶ Taking Youth issues seriously.
- ▶ Creating activities.
- ▶ Encouraging young entrepreneurs to set up business here in the North.
- ▶ Pursuing post-secondary education in the north.
- ▶ Making presentations in schools.
- ▶ Offering more post-secondary, general interest courses and programs.
- ▶ Providing mentoring programs.
- ▶ Promoting and encouraging our youth to pursue a trades career.
- ▶ Establishing school and company contacts.
- ▶ Developing a youth employment council.
- ▶ Promoting local job opportunities.
- ▶ Having summer co-ops for youth—a more general plan.
- ▶ Improving transportation and communication services.
- ▶ Having services so that we don't feel disadvantaged.
- ▶ Improving health care.
- ▶ Focusing on the lower cost of living in the north, i.e. housing, taxes, transportation to and from work.