LOCAL LABOUR MARKET PLANNING MEETING – PART 1 Wakenagun Region

WORKING TOGETHER

To find solutions for the local labour market



FAR NORTHEAST TRAINING BOARD (FNETB) your local labour market planning network

COMMISSION DE FORMATION DU NORD-EST (CFNE) votre réseau local de planification du marché du travail



AGENDA

Introduction

Most recent forecast data

Input from local employers

Demographic change by occupation

Observations/Discussion

Next steps

LOCAL LABOUR MARKET PLANNING MEETINGS – PART 1								
COMMUNITY	MEETING DATE	ETING DATE LOCATION						
Kirkland Lake	October 30, 2023	Virtual	1:00 - 3:00					
Temiskaming Shores	October 31, 2023	Virtual	9:00 - 11:00					
Timmins	November 1, 2023	Virtual	9:00-11:00					
Cochrane/Iroquois Falls	November 1, 2023	Virtual	1:00 - 3:00					
Hearst	November 2. 2023	Virtual	9:00 - 11:00					
Kapuskasing	November 2, 2023	Virtual	1:00 - 3:00					
Chapleau	November 3, 2023	Virtual	9:00 - 11:00					
Moose Factory/James Bay	November 3, 2023	Virtual	1:00 - 3:00					

Part 2 meetings:

- November 15 to 29,2023
- Focus on action

INTRODUCTION

The Far Northeast Training Board (FNETB) is mandated to conduct an annual Local Labour Market Planning Process which includes the use of reliable and valid evidence to foster a common understanding of local labour market conditions through the collection and dissemination of local labour market information, community engagement and partnerships with a range of stakeholders including but not limited to, local employers, community leaders, service providers, and education and training institutions.

Through collaboration and engagement, and the collection, analysis and synthesis of local labour market information, the FNETB aims to raise awareness of existing local labour market priorities and needs – strengths, gaps, challenges, and priorities. The results of this analysis are expected to inform local business plans and local activities to address labour market issues.

This document contains data from the FNETB's most recent labour market forecast as well as some information collected locally to gain some insight on the occupations that are in highest demand. Please take the time to read the document prior to attending the planning meeting, note your comments and observations, and come prepared to share your input and help define the specific conditions of the labour market in your community. We look forward to a productive discussion with you and other local stakeholders.



As you read the information contained in this document ask yourself the following questions:

How does this reflect what you know of, or observe in your community? What does it mean for the your community? What does it mean for your organization?





The following pages provide the most recent FNETB Local Labour Market Forecast for the Wakenagun region. The forecast is based on:

- Customized 2021 Census data Number of people by 5-year age cohort, by occupations for the region and for sub-regions (CFDC).
- The assumption that people who were aged 55 and over at the time of the 2021 Census will retire between 2021-2031, as they reach the age of 65 which is the benchmark used to forecast the possible number of retirements. (The age of retirement of 65 is estimated based on the retirement age data in the table below).

	Bo	oth sex	es		Males		F	emales	5
	2011	2021	2022	2011	2021	2022	2011	2021	2022
Total all retirees	62.7	64.3	64.6	63.7	65	65.5	61.8	63.7	63.6
Public sector employees	60.9	62.4	62.7	61.6	62.8	63.7	60.4	62.1	62
Private sector employees	63	64.7	64.7	63.3	64.8	65	62.7	64.6	64.4
Self-employed	66.5	67.6	68.4	67.5	68.7	68.9	64.5	65.8	67.3

Statistics Canada. Table 14-10-0060-01 Retirement age by class of worker, annual https://www150.statcan.gc.ca/t1/tbl1/en/tv.action?pid=1410006001

Cautionary Notes and Considerations for Readers:

The following cautionary notes and considerations are provided to assist individuals with the interpretation and use of the data and information presented in this report.

Information in this document is provided for the purpose of facilitating a better understanding of the FNETB regional labour market landscape, based upon the most current information available on the date of publication.

The figures shown in all Census tables in the report have been subjected to a confidentiality procedure known as random rounding to prevent the possibility of associating statistical data with any identifiable individual. Under this method, all figures, including totals and detail, are randomly rounded either up or down to a multiple of "5", and in some cases "10". For example, random rounding of 12 to a multiple of 5 would yield either 10 or 15. Table cells which contain data ranging between 0 and 9 are subjected to random rounding between 0 and 10. Therefore, a cell showing "0" could actually have a value between 0 and 9. The random rounding technique provides strong protection against direct, residual, or negative disclosure, without adding significant error to the Census data.

Every effort has been undertaken to ensure all care and diligence has been used in processing, analyzing, and extracting the information used in the preparation of this document. However, the information is provided without warranty of any kind, either expressed or implied.



When looking at the data used for this forecast, it is important to note that:

- It is based on the assumption that people retire when they reach the age of 65.
- It does not take into consideration economic shifts that might arise (positive or negative).
- Some positions might not be filled for a variety of reasons (restructuring, technology, etc).



North Claybelt Community Futures Development

Corporation: Based in Kapuskasing, it services the communities along the Highway 11 corridor from Opasatika (located between Hearst and Kapuskasing) to Iroquois Falls, Ontario. The communities serviced include Opasatika, Val Rita/Harty, Kapuskasing, Moonbeam, Fauquier/Strickland, Smooth Rock Falls, Cochrane, and Iroquois Falls.

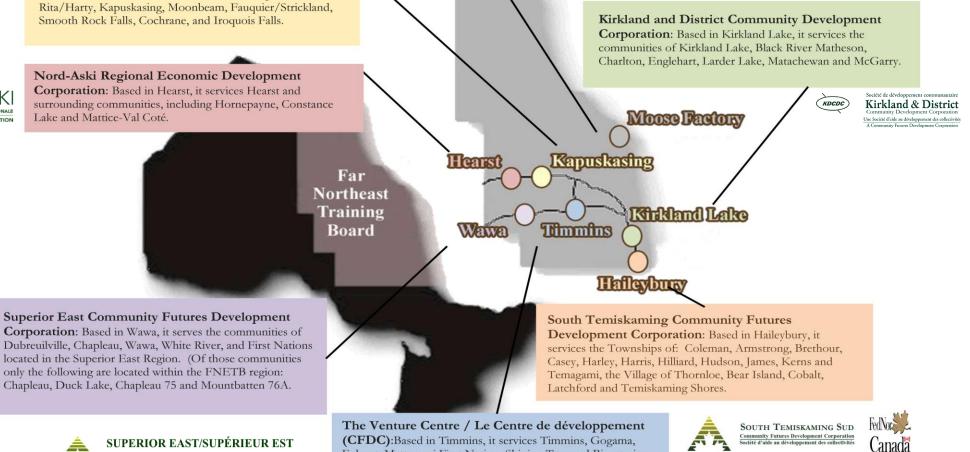


Nord-Aski Regional Economic Development Corporation: Based in Hearst, it services Hearst and surrounding communities, including Hornepayne, Constance Lake and Mattice-Val Coté.

Wakenagun Community Futures Development

Corporation: Based in Moose Factory, it services Attawapiskat First Nation, Chapleau Cree First Nation, Fort Albany, Kashechewan, Missanabie Cree, Moose Factory, Moosonee, Peawanuck and Taykwa Tagamou Nation.





Community Futures Development Corporation Société d'aide au développement des collectivités Foleyet, Mattagami First Nation, Shining Tree and Biscotasing.





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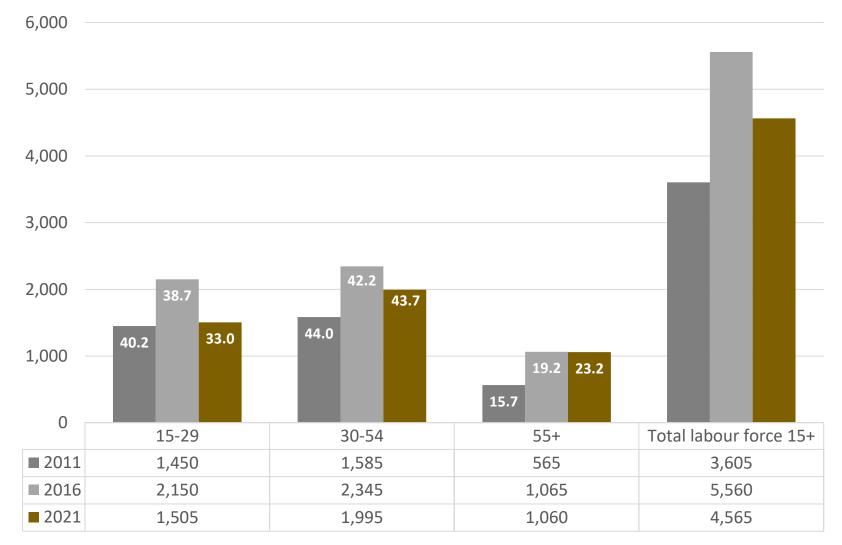
In preparing this forecast, we break down the labour force 15+ in three cohorts:

- The <u>ENTRY</u> workforce those who are about or have recently entered the workforce.
- The <u>MAIN</u> workforce makes up the largest proportion of the total labour force.
- The <u>EXIT</u> workforce those who were 55 and over at the time of the 2021 Census and who will reach the age of 65 or more by 2031.

Between 2016 and 2021, in the Wakenagun region, the total labour force 15+ decreased by -17.9% (-995).

- The total labour force aged 15 29 decreased by -30.0% (-645). ENTRY
- The total labour force aged 30-54 decreased by -14.9% (-350). MAIN
 - The labour force aged 55 and over decreased -0.5% (-5). <u>EXIT</u>

LABOUR FORCE BY AGE COHORT – WAKENAGUN REGION



In the Wakenagun Region, an important number of workers, in many occupations become eligible to retire between 2021 and 2031.



4,565 Total labour force 15+

2,490

Employed

labour force 15+

535



Of the <u>employed</u> labour force



Possible retirement between 2021-2031

WAKENAGUN REGION - EMPLOYED LABOUR FORCE, BY AGE COHORT – 1-DIGIT NOC, 2021

		Total 15+	15-29 ENTRY										30-5 MA		55+ EXI	
	2021 Census (employed the week of May 2-8, 2021)		#	%	#	%	#	%								
	Total employed all occupations	2,490	685	27.6	1,265	50.8	535	21.5								
0	Legislative and senior management occupations	40	0	-	20	-	25	-								
1	Business, finance, and administration occupations	395	60	15.2	215	54.4	<mark>125</mark>	31.6								
2	Natural and applied sciences and related occupations	30	10	-	30	-	10	-								
3	Health occupations	245	35	14.3	145	59.2	50	20.4								
4	Occupations in education, law & social, community & govt services	635	120	18.9	375	59.1	<mark>140</mark>	22.0								
5	Occupations in arts, culture, recreation, and sport	30	10	-	20	-	0	-								
6	Sales and service occupations	560	285	50.9	185	33.0	<mark>85</mark>	15.2								
7	Trades, transport and equipment operators and related occupations	455	110	24.2	255	56.0	<mark>80</mark>	17.6								
8	Natural resources, agriculture, and related production occupations	70	35	-	30	-	10	_								
9	Occupations in manufacturing and utilities	30	20	-	10	-	20	-								



At the time of the 2021 Census, the total employed labour force in the Wakenagun Region was 2,490. Based on the local forecast, between 2021 and 2031, a total of 535 people reach the age of 65 and could exit the labour market during that period.

The three occupational categories with the highest <u>number</u> of potential exits are:

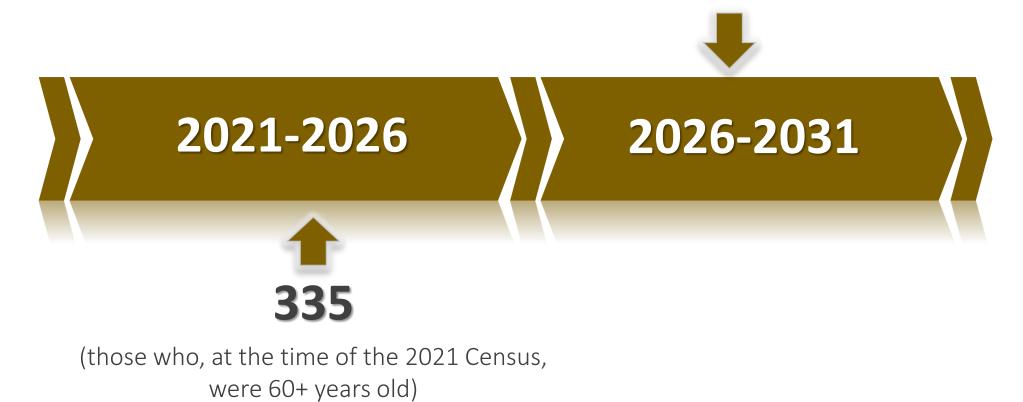
- Occupations in education, law & social, community & government services (140)
- Business, finance, and administration occupations (125)
- Sales and service occupations (85)
- Trades, transport and equipment operators and related occupations (80)

WAKENAGUN REGION – TOTAL NUMBER OF POTENTIAL RETIREMENT BY 5 YEAR INCREMENTS

When breakdown the total of 535 potential retirements by five-year increments, we see that the largest portion of those retirements are forecasted for the period between 2021 and 2026.



(those who, at the time of the 2021 Census, were between 55 and 59 years old)



WAKENAGUN REGION – TOTAL NUMBER OF POTENTIAL RETIREMENT, 2021-2026 (1-DIGIT NOC)





	2021 Census	60+
0	Legislative and senior management	25
1	Business, finance, and administration	65
2	Natural and applied sciences and related	10
3	Health	30
4	Education, law & social, community & government services	95
5	Arts, culture, recreation and sport	0
6	Sales and service	45
7	Trades, transport, and equipment operators and related	50
8	Natural resources, agriculture, and related production	0
9	Manufacturing and utilities	20
	Total employed	335

	2021 Census	55-59
0	Legislative and senior management	0
1	Business, finance, and administration	60
2	Natural and applied sciences and related	0
3	Health	20
4	Education, law & social, community & government services	45
5	Arts, culture, recreation and sport	0
6	Sales and service	40
7	Trades, transport, and equipment operators and related	30
8	Natural resources, agriculture, and related production	10
9	Manufacturing and utilities	0
	Total employed	200



A further breakdown the 335 potential retirements between 2021-2026 shows that 160 (48%) of those retirements have likely already happened as those who were 65+ at the time of the 2021 Census would now be closer to 68+.

48%

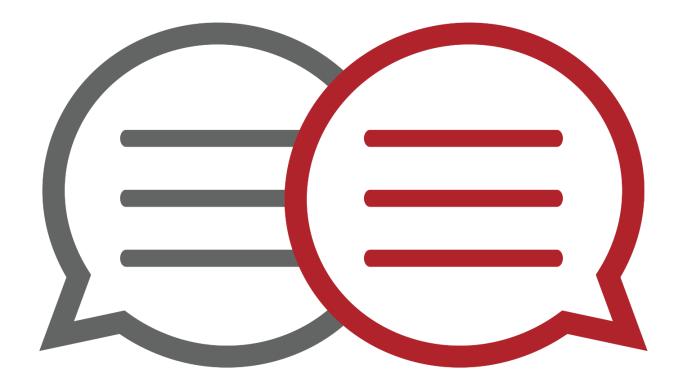
OCCUPATIONS WITH 50+ EMPLOYEES (4-DIGIT NOC) POTENTIAL EXITS 2021-2031 = <u>20% OR MORE</u>				Poter exi ⁻ 2021-2	ts		
	Total 15+	55+		55+		60-64	65+
		#	%				
1310 – Administrative, property and payroll officers	60	30	50.0	10	10		
7231 – Carpenters and cabinetmakers	65	20	30.8	10	0		
4122 – Secondary, elementary and kindergarten teachers	130	35	26.9	10	10		
4310 – Assisting occupations in education	75	20	26.7	10	10		
4220 – Paraprofessionals in legal, social, community & education	260	65	25.0	15	35		
1410 - Office support occupations	95	20	21.1	0	0		

Highlighted is the portion of the 55+ who could potentially retire between 2021 and 2026 (those who at the time of the 2021 Census were aged 60 and over).

We further broke down the number of 60 and over to highlight those who were 65+ in 2021, who today would be 68+ as many of those workers might have already exited the labour market.

TOP 10 BY TOTAL NUMBER OF PC (5-DIGIT NOC) - 2									
	jobinfarnortheast	Jobsintimins	Jobsinkirklandlake	Jobsintemiskamingsh	Jobsinhearst	Jobsinkapuskasing	Jobsincochrane	Jobsinjbc	jobsinchapleau
42201 Social and community service workers	958	*	*	*	*	*	*	*	*
43100 Elementary and secondary school teachers' assistants	742	*	*	*	*	*	*	*	
41221 Elementary school and kindergarten teachers	393	*	*	*	*	*	*	*	
65312 Janitors, caretakers and heavy-duty cleaners	327	*	*	*	*	*			*
42202 Early childhood educators and assistants	320	*	*		*	*	*	*	
31301 Registered nurses and registered psychiatric nurses	298	*	*		*	*		*	*
41220 Secondary school teachers	238	*	*				*		
13110 Administrative assistants	233	*			*	*			
64100 Retail salespersons and visual merchandisers	198			*	*				
75110 Construction trades helpers and labourer	172	*		*	*				

Provise Jobs Post a Job Employee Sharing Tool. Job Seekers Employers Français Login Sign Up	TOP 10 BY TOTAL NUMBER OF PO (5-DIGIT NOC) – JAN. TO AUG. 2								
	jobinfarnortheast	Jobsintimins	Jobsinkirklandlake	Jobsintemiskamingsh	Jobsinhearst	Jobsinkapuskasing	Jobsincochrane	Jobsinjbc	jobsinchapleau
42201 Social and community service workers	616	*	*	*	*	*	*	*	*
45100 Student monitors, crossing guards and related occupations	385	*		*		*	*		
41221 Elementary school and kindergarten teachers	324	*	*	*	*	*	*	*	
31301 Registered nurses and registered psychiatric nurses	290	*	*		*	*		*	*
41220 Secondary school teachers	261	*	*	*		*	*		
43100 Elementary and secondary school teacher assistants	251		*	*		*	*		
13110 Administrative assistants	241	*		*	*	*			
73300 Transport truck drivers	232	*	*	*	*		*		
41300 Social workers	172	*	*		*		*		*
32101 Licensed practical nurses	158	*	*					*	*



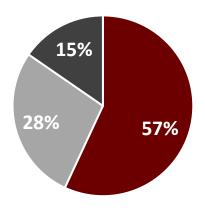
What we hear in the field

Survey conducted in FNETB Region between September 26 and October 4, 2023 with **60** employers from across the region representing 9,339 employees. (41 responses)

SECTORS				
Agriculture				
Forestry	6			
Mining	16			
Construction	10			
Manufacturing	10			
Retail	3			
Transportation	8			
Finance and Insurance	3			
Real Estate	2			
Professional, Scientific and Technical Services	4			
Educational Services	1			
Healthcare	16			
Social Assistance	4			
Accommodation	2			
Food Services	5			
Public Administration (municipal, provincial, federal)	6			
Other:	2			
Police, correctional services, security, engineering				

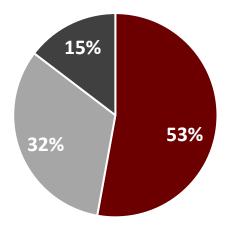
RESPONDENTS - ROLES

■ HR ■ Supervisor/Manager ■ Other



RESPONDENTS – SERVICE AREA

■ Cochrane District ■ Timiskaming District ■ Other



HIRES

SEPARATIONS53532YesNoUncertain

REASONS FOR SEPARATIONS

Employee left / quit	49
Retired	37
Temporary Layoff	6
Permanent Layoff	7
Dismissal/Fired	37
Other	3

Occupations mentioned most often – hires since January 2023: (58 responses)

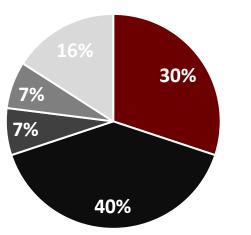
Health (RN, RPN, NP, PSW, paramedics) Administrative staff Miners (production, development and construction Janitors / Housekeepers Kitchen staff – food service Trades: (mechanics, millwrights, electricians, welders) Drillers Heavy equipment operators Truck drivers General labourers



REASONS FOR PROJECTED NEW HIRES

- Retirements
- Restructuring

Growth/expansion
Technology



Occupations with highest number of projected new hires in 2024: (53 responses)

Health (RN, RPN, NP, PSW, paramedics) Administrative staff Miners (production, development and construction Janitors / Housekeepers Kitchen staff – food service Trades: (mechanics, heavy equipment mechanics, millwrights, electricians, welders) Drillers Heavy equipment operators Truck drivers General labourers Kitchen staff – food service General labourers

HARD TO FILL POSTIONS

Employers were asked to indicate if it was difficult to find workers for any of the following occupations (59 responses)













		_
Senior management positions	19	
Executive directors, program/service managers	9	
Supervisors	19	
Administrative / General office support	10	
Nurses	13	
Personal support workers	10	
Teachers	1	
Social service workers	4	
Truck drivers	7	
Heavy equipment operators	7	
Construction millwrights – industrial mechanics	14	
Carpenters	3	
Welders	12	
Heavy duty mechanics	13	
Sales and service workers	1	
Food service workers	6	
Light duty cleaners	3	
Janitors	4	
Production workers - labourers	7	
Other: engineers, draftspersons, technologists,		
paramedics, police, bus drivers, electricians,		
railway car technicians, security guards		
	1	1

DIVERSITY IN THE LABOUR FORCE

Employers were asked to indicate if any of the following groups are present in their overall workforce (60 responses)

	·
Under 30 years	57
30 - 55 years	60
55 or over	57
65 or over	44
Male	60
Female	60
Recently Arrived Immigrants	41
Indigenous	52
Persons with Physical Disabilities	33
Persons with Dev <mark>elop</mark> mental Disabilities	28

ARE WE GROOMING THE NEXT GENERATION OF WORKERS?

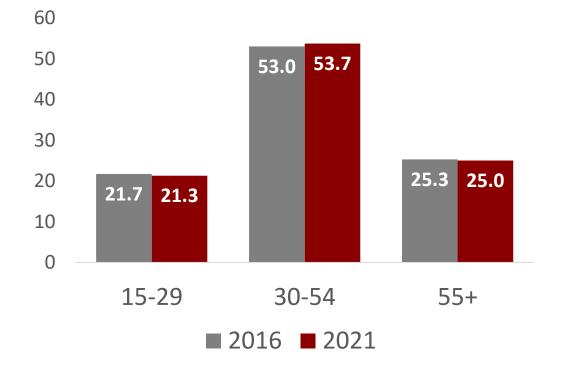
Are our efforts to promote the current and future opportunities generating results?

Are we seeing an increase in the proportion of young workers in some of the in-demand occupations?



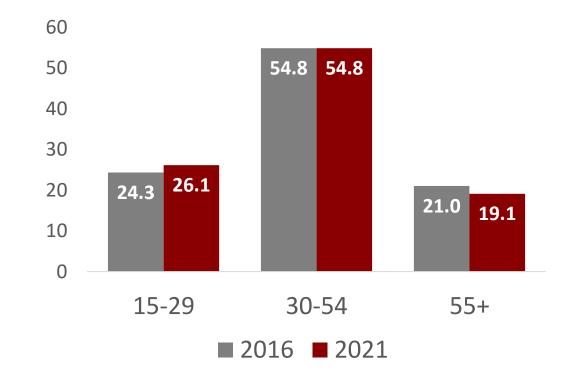


31301 - Registered nurses and registered psychiatric nurses



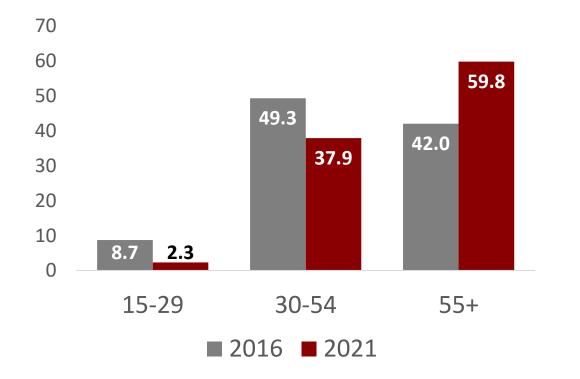
33102- Nurses aides, orderlies, and patient service associates





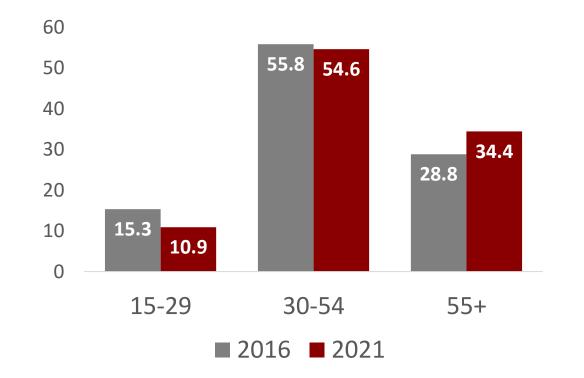


12200 – Accounting technicians and bookkeepers



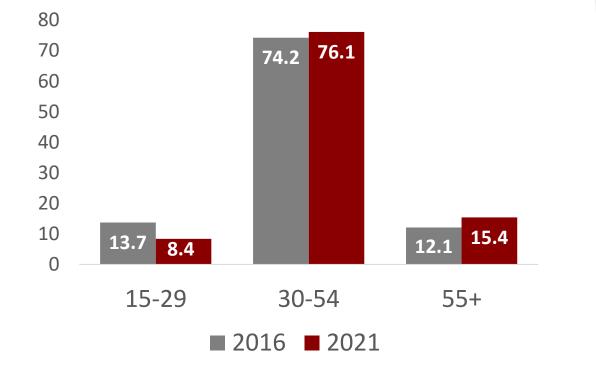
13100 – Administrative assistants





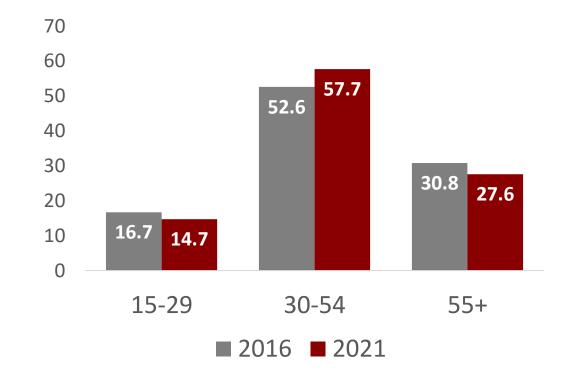


4102– Secondary, elementary, and kindergarten teachers



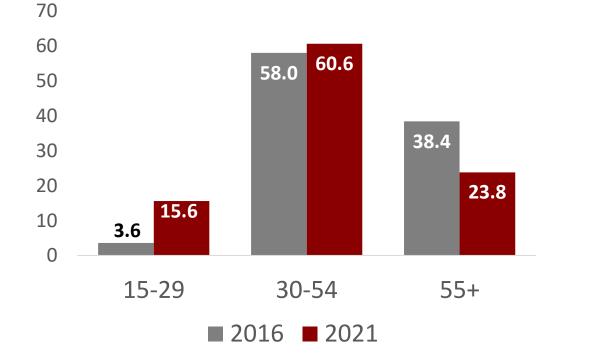
43100 – Elementary and secondary teacher assistants





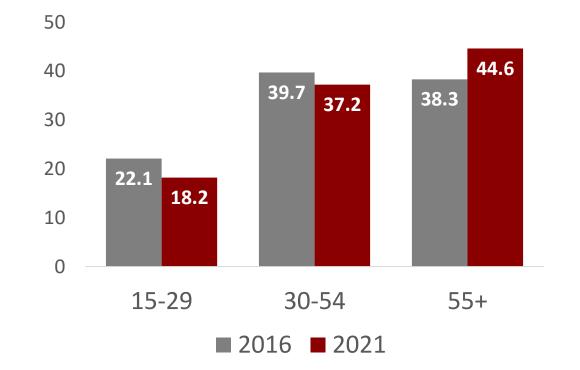


6003 – Managers in food services and accommodation



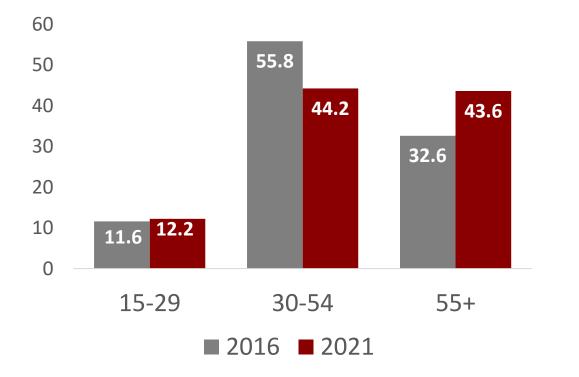
65302 – Janitors, caretakers and heavy-duty cleaners





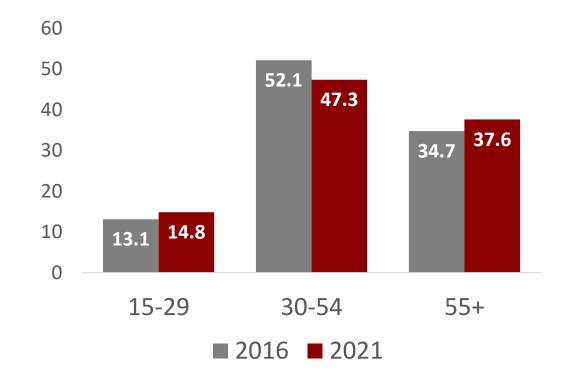


73300 – Transport truck drivers



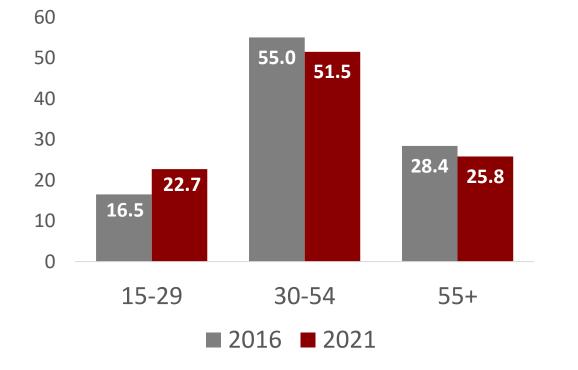
73400 – Heavy equipment operators





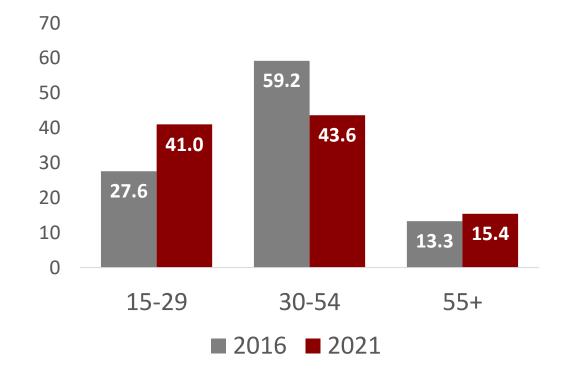


72106 – Welders and related machine operators



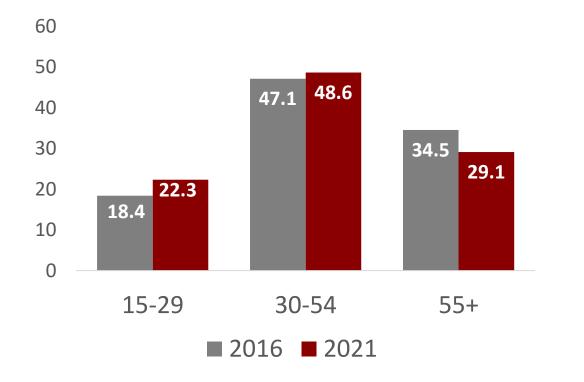
73400 – Heavy duty equipment mechanics



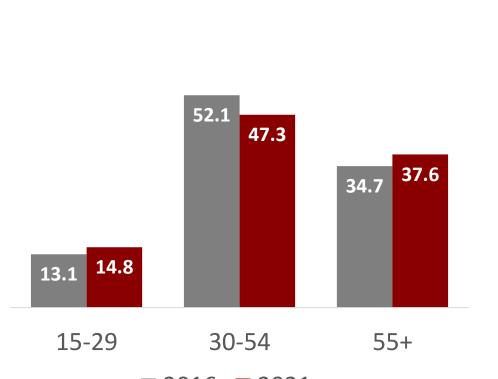




72400 – Construction millwrights and industrial mechanics



72410 – Automotive service technicians, truck, and bus mechanics

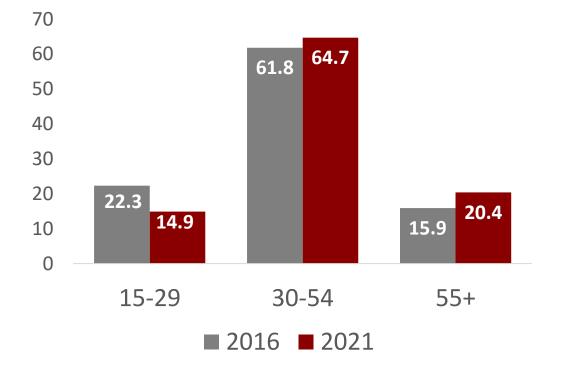


■ 2016 ■ 2021



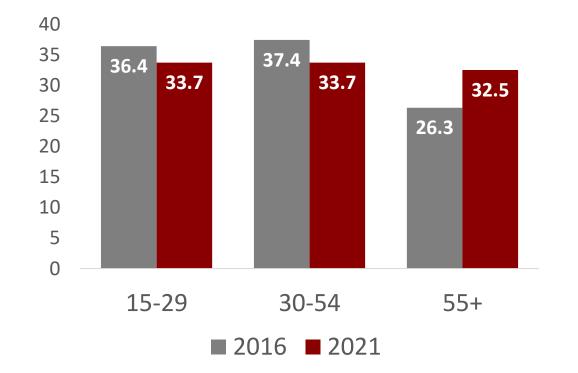


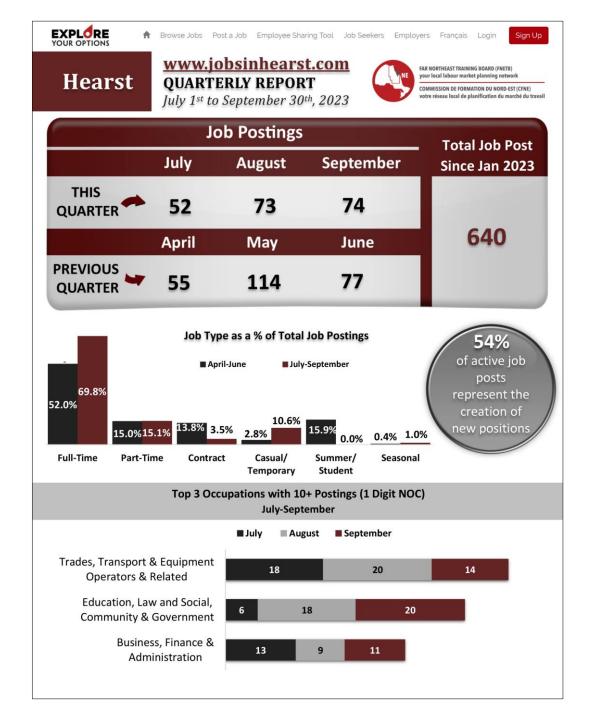
83100 – Underground, production and development miners

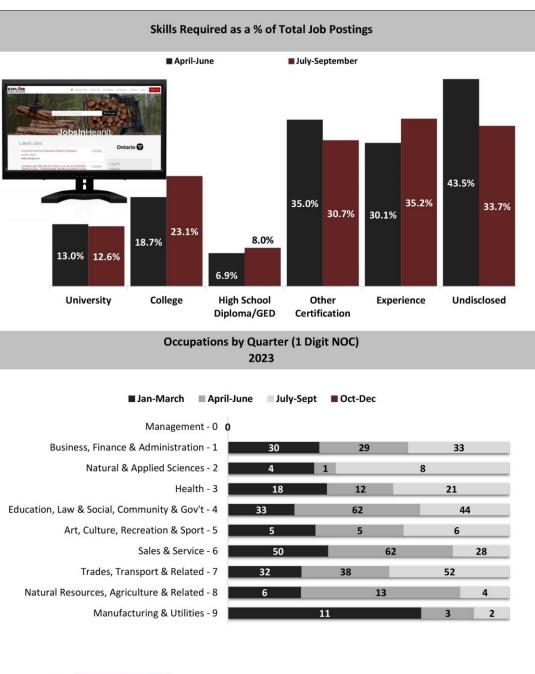


95103 – Labourers in wood, pulp, and paper processing









Canada EMPLOYMENT EMPLOI



1	A B	С	D	E	F	G	н	I	J	К	L	м	N	0	P	Q	R	S	Т	U	٧	V
I JC	OBS IN JAMES BAY COAST - MONTHL	<mark>Y </mark> RI	Jan	Feb	Mar	Q1	Apr	May	Jun	Q2	Jul	Aug	Sept	Q3	Oct	Nov	Dec	Q4	2023 Total	2022 Total	2021 Total	
2						Total				Total				Total				Total				
3																						
4 Jo	ob posts (source: jobsinjamesbaycoast.co	m)																				
5																						
6 Nu	umber of job posts		24	24	22	70	12	40	38	90	11	37	35	83				0	243	223	154	
7																						
8 Jol	b type as a percent of total																					
9	Full-time		75.0%	79.2%	77.3%		100.0%	90.0%	97.4%		72.7%	86.5%	88.6%							81.2%	70.1%	
10	Part-time		0.0%	12.5%	9.1%		0.0%	0.0%	2.6%		0.0%	2.7%	0.0%							1.3%	7.1%	
11	Contract		0.0%	0.0%	9.1%		0.0%	2.5%	0.0%		18.2%	0.0%	8.6%							6.3%	9.1%	
12	Casual/Temporary		25.0%	8.3%	4.5%		0.0%	7.5%	0.0%		9.1%	10.8%	2.9%							10.3%	9.1%	
13	Summer/student		0.0%	0.0%	0.0%		0.0%	0.0%	0.0%		0.0%	0.0%	0.0%							0.0%	4.5%	
14	Seasonal		0.0%	0.0%	0.0%		0.0%	0.0%	0.0%		0.0%	0.0%	0.0%							0.4%	0.0%	
15																						
16 Sk i	ills required as a percent of total																					
17	University		41.7%	29.2%	31.8%		83.3%	80.0%	81.6%		63.6%	21.6%	8.6%							28.3%	32.5%	
18	College		33.3%	29.2%	45.5%		16.7%	15.0%	13.2%		36.4%	64.9%	71.4%							62.8%	46.8%	
19	High school Diploma/GED		4.2%	37.5%	9.1%		0.0%	0.0%	2.6%		0.0%	2.7%	0.0%							3.6%	4.5%	
20	Other certification		45.8%	45.8%	68.2%		41.7%	67.5%	81.6%		63.6%	75.7%	62.9%							35.9%	23.4%	
21	Experience		50.0%	54.2%	72.7%		58.3%	30.0%	36.8%		63.6%	75.7%	31.4%							66.8%	62.3%	
22	Disclosed		20.8%	0.0%	9.1%		0.0%	5.0%	2.6%		0.0%	10.8%	5.7%							10.8%		
23																						

	АВ	C D	Е	F	G	н	I	J	К	L	M	N	0	P	Q	R	S	Т	U	٧	V
1	JOBS IN JAMES BAY COAST - MONTHLY R	l Jan	Feb	Mar	Q1	Apr	May	Jun	Q2	Jul	Aug	Sept	Q3	Oct	Nov	Dec	Q4	2023 Total	2022 Total	2021 Total	
2					Total				Total		_		Total				Total				
24	Posts by occupations (1-digit NOC)																				
25	0 - Management	1	0	0	1	0	0	0	0	1	0	0	1				0	2	22	12	
26	1 - Business, Finance and Administration	2	5	4	11	1	0	1	2	0	1	2	3				0	16	25	40	
27	2 - Natural & Applied Sciences	1	0	2	3	1	0	2	3	0	0	1	1				0	7	4	0	
28	3 - Health	16	13	10	39	9	31	31	71	2	21	21	44				0	154	104	44	
29	4 - Education, Law & Social, Community & Govern	m 3	2	5	10	1	7	4	12	8	13	7	28				0	50	53	49	
30	5 - Arts, Culture, Recreation & Sport	0	0	1	1	0	0	0	0	0	0	2	2				0	3	0	0	
31	6 - Sales and Service	1	3	0	4	0	1	0	1	0	1	1	2				0	7	9	9	
32	7 - Trades, Transport and Related	0	1	0	1	0	1	0	1	0	1	1	2				0	4	5	0	
33	8 - Natural Resources, Agriculture & Related	0	0	0	0	0	0	0	0	0	0	0	0				0	0	0	0	
34	9 - Manufacturing & Utilities	0	0	0	0	0	0	0	0	0	0	0	0				0	0	0	0	
35																					
36	Posts by industry																				
37	Agriculture	0	0	0	0	0	0	0	0	0	0	0	0				0	0	0	0	
38	Forestry	0	0	0	0	0	0	0	0	0	0	0	0				0	0	0	0	
39	Mining	0	0	0	0	0	0	0	0	0	0	0	0				0	0	2	0	
40	Construction	0	1	1	2	0	0	0	0	0	0	0	0				0	2	2	1	
41	Manufacturing	0	0	0	0	0	0	0	0	0	0	0	0				0	0	0	0	
42	Wholesale	0	0	0	0	0	0	0	0	0	0	0	0				0	0	0	0	
43	Sales and Services	0	1	1	2	0	0	0	0	0	0	0	0				0	2	2	0	
44	Transportation	0	0	0	0	0	0	0	0	0	0	0	0				0	0	4	0	
45	Finance, Insurance and Real Estate	0	0	0	0	0	0	0	0	0	0	3	3				0	3	4	2	
46	Professional, Scientific and Technical	1	1	2	4	1	3	3	7	0	0	0	0				0	11	11	0	
47	Healthcare and social assistance	19	21	18	58	11	35	34	80	4	24	24	52				0	190	147	56	
48	Information, culture and recreation	1	1	1	3	0	3	2	5	0	0	0	0				0	8	1	0	
49	Accommodation and food service	0	0	0	0	0	0	0	0	0	0	1	1				0	1	3	0	
50	Public administration	0	0	0	0	0	0	1	1	1	0	0	1				0	2	16	7	
51	Education	5	1	1	7	1	5	3	9	5	13	6	24				0	40	53	24	
52	Other	0	1	0	1	0	0	0	0	1	0	1	2				0	3	10	0	
52																					

LOCAL LABOUR MARKET PLANNING MEETINGS – PART 2										
COMMUNITY	MEETING DATE	FORMAT	TIME							
Temiskaming Shores	November 15, 2023	TBD	9:00 - 12:00							
Kirkland Lake	November 16, 2023	TBD	9:00 - 12:00							
Timmins	November 17, 2023	TBD	9:00 - 12:00							
Cochrane/Iroquois Falls	November 21, 2023	TBD	9:00 - 12:00							
Hearst	November 22, 2023	TBD	9:00 - 12:00							
Kapuskasing	November 23, 2023	TBD	9:00 - 12:00							
Chapleau	November 28, 2023	TBD	9:00 - 12:00							
Moose Factory/James Bay	November 29, 2023	TBD	9:00 - 12:00							

PURPOSE:

- Review priorities from previous exercise.
- Highlight current community/local priorities.
- Discuss potential actions to address priorities (including partnerships, resources, timelines).