



**AGENDA**  
**ROADS SAFETY COMMITTEE (RSC)**  
Monday, April 29, 2019  
1:00 pm  
Township Office

**PAGE**

- A. Call to Order
- B. Approval of Past Minutes
- C. Discussion Arising from Minutes
- D. Declaration of Pecuniary Interest
- E. Approval of the Agenda
- F. Delegations - None
- G. Current Business
  - 2 a) Mandate
  - b) Speed Policy
  - 3 c) Budget for Traffic Enforcement
  - d) Update on County Issues
- H. Information Items
  - 4 a) Letter to Zita
  - 6 b) Imagine Mulmur in 3-D
- I. Items for Future Meetings
- J. Adjournment



## ROAD MISSION STATEMENT

Mulmur Township roads exist to service the transportation needs of Township residents and provide access for others to and from points of recreational interest within the Township.

Road development will protect the scenic topography and diverse ecosystems within the Township and maintain the rural character and landscape of the area, without compromising the safety of the users of the road, while adhering to the provincial standards and within the constraints of a balanced budget.

## John Willmetts

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**From:** Scott Burns <sburns@dufferincounty.ca>  
**Sent:** April 25, 2019 10:33 AM  
**To:** John Willmetts  
**Cc:** Scott Martin  
**Subject:** RE: Re. your voicemail

Should have included Mr. Martin on this.

Mr. Martin...you've been included.

Scott

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**From:** Scott Burns  
**Sent:** Thursday, April 25, 2019 10:32 AM  
**To:** 'John Willmetts' <jwillmetts@mulmur.ca>  
**Subject:** Re. your voicemail

Good morning John,

This message is in response to your voicemail. Feel free to share this with the team you had mentioned if you think it to be appropriate.

1. Rumble strips on DR21 east and west of DR18: We are discussing this internally and plan to touch base with Dufferin OPP to determine what the best course of action may be.
2. Flashing beacon at DR17 and DR19: This item is already on our list to complete for this season.
3. 50 km/h zone east of Mansfield: We have discussed this item in the past and will revisit the area to determine what changes, if any, would make sense.

These are all items that we are able to proceed with at the staff level in our regular course of work if found to be appropriate. Because of this, we do not require any direction from Council to complete our necessary review. There may be items that we would have to report to Dufferin County Council where by-laws are required, but that is simply part of our process.

Hope that helps.

Take care.

Scott

Scott Burns, P.Eng., C.E.T. | Director of Public Works and County Engineer |

## Adam Hicks

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**From:** zita Harper  
**Sent:** Tuesday, April 16, 2019 9:20 AM  
**To:** Adam Hicks  
**Subject:** Re: Town Hall Meeting

Hello Adam,

I appreciate your response to my letter. It's comforting to know that you are referring the issue to the roads safety committee. As for the contacting the OPP, I will do so one more time, although, as previously stated, thus far, it has been an exercise in futility.

Thank you for all that you and our Council do for this beautiful township and it's residents. We are fortunate to have each and every one of you. :-)

Regards,

Zita

On Apr 8, 2019, at 2:24 PM, Adam Hicks <[ahicks@mulmur.ca](mailto:ahicks@mulmur.ca)> wrote:

Hello Zita,

Thank you for taking the time to let us know about these issues. Your letter was presented to Council and Council recommended that it should be passed onto the Roads Safety Committee, who look at issues regarding safety and noise. As you know this is a County road but we still appreciate the information and would like you to continue your efforts to help with reducing speeding in the Township by contacting the OPP at 1-888-310-1122. The OPP uses this data so they can enforce traffic on the roads in a more efficient way.

Thanks again,

**Adam Hicks | Administrative Assistant**

Township of Mulmur | 758070 2<sup>nd</sup> Line East | Mulmur, Ontario L9V 0G8

Phone 705-466-3341 ext. 234 | Fax 705-466-2922 | [ahicks@mulmur.ca](mailto:ahicks@mulmur.ca)

<image001.jpg>

*This message (including attachments, if any) is intended to be confidential and solely for the addressee. If you received this e-mail in error, please delete it and advise me immediately. E-mail transmission cannot be guaranteed to be secure or error-free and the sender does not accept liability for errors or omissions.*

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**From:** zita Harper  
**Sent:** Wednesday, February 27, 2019 3:37 PM  
**To:** Info <[info@mulmur.ca](mailto:info@mulmur.ca)>  
**Subject:** Re: Town Hall Meeting

Hi,

Thank you for the opportunity to submit topics for discussion. I would like to submit the topic of dangerous driving and speeding (well over 100km per. hour) along County road 17 between Prince of Wales and highway 124:

I and my neighbours have concerns about the continued disregard for speed limits, by motorists on County road 17. This has been the case for many years. Whenever, I or neighbouring residents have expressed concerns to various authoritative parties, we have been ignored. We are told that this road belongs to Dufferin County, not Mulmur township. Dufferin county tells us it's a matter for the police departments. When I have spoken to the police, it's been met with indifference. Upon requesting additional signage, during the recent re-paving of the above mentioned section of County road 17, I was informed by the engineer for Dufferin county "There's no point, drivers ignore road signs", I politely expressed my disappointment at his point of view.

During the past few weeks, on my property alone, there have been two cases of vehicles, driving in a westerly direction, flying off the road. In the first incidence, the vehicle was travelling at such speed that the trajectory took him/her off the road, through my neighbours mail box, over a track of recently planted, young trees on my property, up the hill and beyond the old barn sight. There is a formula to calculate speed and velocity, unfortunately math and physics are not my forte, however, I suspect it's well over 100km per.

hour. Then, a few weeks later, a week or so ago, the other, south facing corner of my property was the site of yet another off road excursion by a motorist whose vehicle careened off the road and into the hydro pole situated on the north west corner of the towline. Evidence of said vehicle is still scattered at it's base.

I don't believe that ice and snow were factors in either of these accidents, Dufferin county and Mulmur township do provide excellent road surface maintenance, if only the same could be said about speed limits and enforcement.

What does it take to stop passing the buck on this issue? I hope the answer isn't several deaths.

Regards,

Zita Harper

On Feb 20, 2019, at 9:58 AM, Mulmur Township <[info@mulmur.ca](mailto:info@mulmur.ca)> wrote:

Do you have any ideas or topics that you want discussed at the next Town Hall meeting? We want to hear from you! Send an email to [info@mulmur.ca](mailto:info@mulmur.ca) with your suggestions.

*Right Click to download image of advertisement*



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# Imagine Mulmur in 3-D

*Dream, Design, Do*

Report on Goal Setting Sessions

March 20, 2019

Marilyn Bidgood

Facilitator



# Imagine Mulmur in 3-D

*Dream, Design, Do*

## Executive Summary

Following the 2018 municipal election, Mulmur Council is embarking on a strategic planning initiative. To inform the development of the next strategic plan, a series of facilitated discussions were held on March 20, 2019 with Council, staff and community representatives. Both individual and collective input resulted in: testimonials to why people love Mulmur, consideration for what has stayed the same and changed in the municipality, government policies, a mini Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis from both a business and lifestyle perspective, and thoughts on what needs to be done for Mulmur to prosper over the next 5 years. Several key themes emerged and laid the foundation for goal setting. A total of 13 goals were identified for consideration and development. A review of the Mulmur 2013-2018 Strategic Plan indicates that while some of the strategic areas are still relevant and important, others require refinement and new directions could be considered.



The leadership of Council, staff and community to engage in the first steps of this strategic planning process should be recognized and applauded. I extend my appreciation and thanks to all participants for their time, thoughtful and heartfelt input. You are clearly passionate about Mulmur as a place to live and work and are invested in the future of your community. The alignment of Council, staff and committees, working together on shared goals and outcomes is very powerful. With the talents, diversity and experience of the community, there are exciting opportunities for Mulmur to continue to prosper and grow.



(left to right) Councillor Shirley Boxem, Deputy Mayor Earl Hawkins, Mayor Janet Horner Councillor Patricia Clark, Councillor Ken Cufaro

**Table of Contents**

Executive Summary

Background

Section A: Love About Living/Working In Mulmur.....7

Section B: Mini SWOT: Business and Lifestyle.....8

Section C: Needs for Mulmur to Prosper.....9

Section D: Goals.....10

Section E: Linkages to Mulmur 2013-2018 Strategic Plan.....12

Section F: New Strategies and Related Goals.....13

Section G: Next Steps.....15

Appendix A - Transcribed Meeting Notes

# Imagine Mulmur in 3-D

*Dream, Design, Do*

Findings

## Background

### Participants:

Session 1 - Mayor, Deputy Mayor, 3 Councillors, CAO

Session 2 - Township staff (7) followed by combined session with staff and Council (12 participants)

Session 3 - Community/Committee Representatives (16) with Council and CAO (total of 22 participants)

To guide the discussion and solicit input, a series of specific questions were asked, which included both individual and collective responses. The results were discussed and recorded. Please refer to Appendix A for the transcribed meeting notes. The following themes emerged:

### Things that have changed and stayed the same in Mulmur:

Changes	Same
More People	Sense of Community and neighbours
Visual impact of growth on the landscape	Still “Better in Mulmur”
More working from home	Rural Sophistication
Increase in technology	Within commuting distance, accessible to other areas

Changes	Same
More houses in rural area	Beautiful place
Increase in traffic	Rural character
Weather challenges and impact on road maintenance	Activism on issues (power lines, gravel pits)
Aging population as retirees move to area on full time basis	Low Density Housing
More artisans/creative class	Very limited commercial/industrial base
Tourism destination (small scale)	
Affordability - it has become more expensive	
Increase in government regulation	
Fewer farmers	
Higher land cost impact on farm expansion, succession, new farmers	
Opposition to severances has increased	

### **Government Policies and Programs that impact Mulmur:**

- Provincial Policy Statement
- Niagara Escarpment Commission
- Agricultural Systems
- Natural Heritage Act
- Aggregate Resources Act
- Provincial funding – new funding for efficiency study
- Tax incentive programs (farm and forestry)
- Nottawasaga Valley Conservation Authority

## **A. Love about Living and/or Working in Mulmur:**

**Character:** Natural beauty and landscape, Rural, night stars and sky, peaceful, unique landscapes and views, quiet,

**Community:** balance, small size, rural feel, beautiful, sense of “home”, deep roots, family close by, community spirit, excellent schools, support and interest for the future of the township, not crowded

**The people:** Mix of Backgrounds, residents, neighbours, sense of caring, you know your neighbours, one person can make a difference, friendships

**Accessibility:** for travelling to other places (Toronto, Niagara, Collingwood), commuting distance, locally it is an easy commute, excellent location,

**Work:** Work/life balance, can work close to home, diversity of job

**Mulmur is:**

**“Magical”**

**“A Gem”**

**“Piece of Heaven”**

**“I love all of it”**



## B. Mini SWOT Business and Lifestyle

### Strengths/Opportunities

#### Business:

- Primrose Business Park
- Have a small business bylaw to support home occupations
- Internet – in some locations
- Dufferin County supports for business including Dufferin Board of Trade, Orangeville Small Business Centre

#### Lifestyle:

- Community Services
- Environment
- Sense of Community
- Great schools
- 2<sup>nd</sup> dwelling bylaw
- Local food sources
- Safe communities for outdoor play
- Trails and walking



### Weaknesses/Threats

#### Business:

- Lack of public work spaces and meeting spaces
- Internet – lack of internet and cell access in many areas

#### Lifestyle:

- Drive everywhere – to activities, services, groceries, etc.
- Taxes are perceived to be high
- Lack of some opportunities and services when compared to other areas
- Lack of medical services (ie. Finding a family doctor)
- Lack of public transit

There was a suggestion made that new residents may need to align expectations with rural living.

**C. What need to happen in the next 5 years for Mulmur to prosper?**



**Fiscal and Governance:** tax base, strategic plan, communication strategy and plan, contingency planning (for amalgamation of services and/or municipalities, etc.), fiscal responsibility, collaboration

**Business and Development:** Strategic growth, Mansfield development, Primrose Business Park, Tourism, Agriculture

**Services:** Internet/cell service, roads, recreation facilities and plan

**Community** - Determine look and feel of Mulmur and define “rural character” in the Mulmur context, medical and other community services, live/work community

**Environment** - Environmental improvements

## D. Goals

Reflecting on the SWOT, changes, ideas for prosperity the following goals were identified



1. Develop a communication plan and strategy:
  - township to residents and business
  - township to visitors
  - branding and signage
  
2. Develop business park at Primrose:
  - Work with the owner to create a vision (within next 6 months)
  - Application for planning approval (2019)
  - To improve employment and tax base/levy opportunities
  - Diversification of tax assessment to commercial and industrial
  - Suggestion that the township buy it and control it
  - Consider partnership opportunities with National park lands adjacent to site
  
3. Directing growth to Mansfield to create a balanced community.  
For example, “aging in place”, multi-purpose community building, services
  
4. Assess/feasibility/recreational needs and other opportunities for Mulmur including North Dufferin Community Centre
  
5. Continue to play a leadership role to reduce our carbon footprint in Mulmur by: implementing the Municipal Energy Plan, reducing reliance on carbon fuel, eliminating single use plastics, increasing composting efforts and protecting our water resources.
  
6. Increase connectivity: internet and cell service
  
7. Protect agricultural land base and rural character through defining rural character, and giving consideration to visual impact and architectural/design standards, map agricultural lands, severance policy, succession planning and farm matching service

8. Identify and implement road safety and maintenance plan
9. Continue to build community spirit through recreation, special events and community activities

Following a review of the goals identified by council and staff, the community participants suggested adding goals in the following areas:

10. Fiscal – shared services goal
11. Operations Enhancement/performance of the team
12. Labour
13. Business Retention and Expansion - Celebrate businesses that are here in addition to attraction of new businesses



## **E. Linkages to Mulmur 2013-2018 Strategic Plan**

The 2013-2018 Strategic Plan identified the following five strategic areas:

1. **Responsible Growth** – Pursue responsible growth in residential and industrial/commercial development to increase employment and re-balance the tax structure
2. **Wider awareness** – Promote Mulmur as a destination for historic, athletic, artistic and gastronomic recreation
3. **Local access to services** – Actively pursue placement of provincial, county and agency programs and services in Mulmur, and maximize use of current facilities
4. **Cost containment** - Establish funding guidelines and cost-efficient purchasing protocols for major and recurring expenditures
5. **Community Participation** - Increase public participation, particularly among youth and young adults in Township governance and volunteerism

Following a review of the strategic initiatives with Council it was agreed that some of the broad strategies are still relevant, while others need refinement and new areas could be added to reflect the current situation.

## F. New Strategies and Related Goals

In the current context for Mulmur the following broad strategic directions with relevant goals could be considered:



1. **Strategic Growth** - Pursue responsible growth in residential and industrial commercial development to increase employment and re-balance the tax structure

***Goal: Develop business park at Primrose***

- Work with the owner to create a vision (within next 6 months)
- Application for planning approval (2019)
- To improve employment and tax base/levy opportunities
- Diversification of tax assessment to commercial and industrial
- Suggestion that the township buy it and control it
- Consider partnership opportunities with National park lands adjacent to site

***Goal: Direct growth to Mansfield*** to create a balanced community. For example, “aging in place”, multi-purpose community building, services

***Goal: Protect agricultural land base and rural character*** through defining rural character, and giving consideration to visual impact and architectural/design standards, map agricultural lands, severance policy, succession planning and farm matching service

## 2. Communications

***Goal: Develop a communication plan and strategy:***

- township to residents and business
- township to visitors
- branding and signage

### **3. Local Access to Services**

*Goal: Assess/feasibility/recreational needs and other opportunities* for Mulmur including North Dufferin Community Centre

*Goal: Identify and implement road safety and maintenance plan*

*Goal: Increase connectivity: internet and cell service*

*Goal: Medical and community services* (suggested)

### **4. Fiscal/Governance**

*Goal: Fiscal – shared services goal*

*Goal: Operations enhancement/performance of the team*

### **5. Support for Business and Environment**

*Goal: Continue to play a leadership role to reduce our carbon footprint* in Mulmur by implementing the Municipal Energy Plan, such as reducing reliance on carbon fuel, eliminating single use plastics, increasing composting efforts, and protecting our water resources

*Goal: Labour* – attraction of skilled labour force

*Goal: Business Retention and Attraction* - Celebrate businesses that are here in addition to attraction of new businesses

## 6. Community Spirit/Engagement

*Goal: Continue to build community spirit* through recreation, special events and community activities



## G. Next Steps

Suggested next steps include reviewing and fully developing detailed goals, applying the SMART goal concepts: Specific, Measurable, Attainable, Realistic, Time Based. While broad strategic directions with related goals have been suggested, using this information to inform and develop a full strategic plan is recommended.

Source of Photos: Township of Mulmur website: <http://mulmur.ca>

## Appendix A: Transcribed Meeting Notes

Imagine Mulmur in 3-D – Dream, Design, Do

What you love about living and/or working in Mulmur? (Council, Staff, Community)

Character: Natural beauty and landscape, Rural, night stars and sky, peaceful, unique landscapes and views, quiet,

Accessibility for travelling to other places (ie. Toronto, Niagara, Collingwood), commuting distance, if work locally it is an easy commute, excellent location,

Community: balance, small size, rural feel, beautiful, sense of “home”, deep roots, family close by, rural landscape, community spirit, excellent schools, support and interest for the future of the township, not crowded, one person can make a difference

“Magical”

“A Gem”

“I love all of it”

“Piece of Heaven”

The people: Mix of Backgrounds, residents, neighbours, sense of caring, you know your neighbours, one person can make a difference, friendships,

Work: Work/life balance, can work close to home, diversity of job,

Through the lens of living and/or working in Mulmur – (Council response on Case Studies)

Strengths/Opportunities

Primrose Business Park

Have a small business bylaw to support home occupations

Internet – in some locations

Dufferin County supports for business including Dufferin Board of Trade, Orangeville Small Business Centre

Community Services

Natural environment

Sense of Community

Great schools

2<sup>nd</sup> Dwelling bylaw

Local food sources

Safe communities for outdoor play

Trails and walking

### Challenges/Weaknesses

- Lack of public work spaces and meeting spaces
- Internet – lack of internet and cell access in many areas
- Drive everywhere – to activities, services, groceries, etc.
- Taxes are perceived to be high
- Lack of some opportunities and services when compared to other areas
- Lack of medical services (ie. Finding a family doctor)
- Lack of public transit

Comment – may need to align expectations with rural living....

What needs to happen in the next 5 years for Mulmur to prosper?

Note – these are not listed in any order of priority

### Council:

- Identify opportunities to streamline/combine/re-engineer services
- Environmental Improvements
- Increase tax base and levy
- Look at amalgamation
- Primrose Business Park
- Internet throughout
- Improved communications to all residents
- Determine what we want Mulmur to “look” like
- Define “rural character”
- Balance budget/lifestyle and offering livability

### Staff:

- Primrose Business Park – diversify and increase tax revenues, less burden on residential taxes
- Keep taxes low to draw more to the area
- Consider recreation needs and facilities (ball parks, activities for kids)
- Improve arena/community centre – ie. Honeywood
- Better internet and cell service
- More access to high speed internet service
- Mansfield: more houses/home development, consider seniors, community hub and residential
- Maximize services on a limited budget
- More businesses for people to work closer to home,
- Roads – maintenance and upgrades – impacts of paving, impacts of road closures due to weather and road conditions
- Reduce government interference (NVCA, NEC)
- Define and protect rural character
- Strategy plan and Communication plan and strategy
- Update Official Plan to reflect strat plan and rural character

Community Representatives/Committee:

Make Mulmur an iconic destination – reason to stop and reason to be

Develop pillar industries and grow existing

Identity and Definition=Expertise

Awareness and offerings as they relate to communications

Connectivity and interconnectivity/business to business, business to community, links to

Dufferin Board of Trade

Tech Park at Primrose – ie – ag tech park

Fiscal responsibility – consider expenses, cap expenses

More information for residents – via internet vs books

Internet and cell – full coverage

Recreational facilities – growth, participation, outside user fees

Strike a balance with tourism – too much? too little?

Strategic growth

Attract new businesses

Increase tax base through proper development

Continue to flourish in agriculture

Control of agricultural taxes

Bonnefield land model – quarry lands were purchased and are being rented back to farmers

Medical centre

Community Centre

Recover some of the tax revenues that are lost to the municipality through farm and forest tax rebate programs

Taxi like transportation services?

Collaboration with other municipalities

Emerging themes – tax base, internet/cell service, recreation facilities and plan, roads, Mansfield development, Primrose Business Park Development, Develop a strategic plan, Develop an Communication Plan and strategy, Determine look and feel of Mulmur, Define “rural character” in the Mulmur context, Environmental improvements, Contingency planning – ie for amalgamation of services/municipalities, etc., Tourism, strategic growth, Fiscal responsibility, agriculture, collaboration, medical and community services, Live/Work community

Goals:

1. Develop a communication plan and strategy:
  - township to residents and business
  - township to visitors
  - branding and signage
  
2. Develop business park at Primrose:

- Work with the owner to create a vision (within next 6 months)
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  - Consider partnership opportunities with National park lands adjacent to site
3. Directing growth to Mansfield to create a balanced community. For example, “aging in place”, multi-purpose community building, services
  4. Assess/feasibility/recreational needs and other opportunities for Mulmur including North Dufferin Community Centre
  5. Continue to play a leadership role to reduce our carbon footprint in Mulmur by implementing the Municipal Energy Plan, such as reducing reliance on carbon fuel, eliminating single use plastics, increasing composting efforts, and protecting our water resources.
  6. Increase connectivity: internet and cell service
  7. Protect agricultural land base and rural character through defining rural character, and giving consideration to visual impact and architectural/design standards, map agricultural lands, severance policy, succession planning and farm matching service
  8. Identify and implement road safety and maintenance plan
  9. Continue to build community spirit through recreation, special events and community activities

Community suggested adding the following:

10. Fiscal – shared services goal
11. Operations Enhancement/performance of the team
12. Labour
13. Business Retention and Expansion - Celebrate businesses that are here in addition to attraction of new businesses....

How do things compare with the Mulmur 2013-2018 Strategic Plan

- 1. Responsible Growth – Pursue responsible growth in residential and industrial/commercial development to increase employment and re-balance the tax structure

- 2. Wider awareness – Promote Mulmur as a destination for historic, athletic, artistic and gastronomic recreation
- 3. Local access to services – Actively pursue placement of provincial, county and agency programs and services in Mulmur, and maximize use of current facilities
- 4. Cost containment - Establish funding guidelines and cost-efficient purchasing protocols for major and recurring expenditures
- 5. Community Participation - Increase public participation, particularly among youth and young adults in Township governance and volunteerism

Broad categories – still relevant and link to current situation, SWOT and goals – specific goals and outcomes are new, or with a different focus/emphasis

Suggest potential broad categories with associated goals...

- Strategic Growth - Pursue responsible growth in residential and industrial/commercial development to increase employment and re-balance the tax structure

Related goals:

3. Develop business park at Primrose:
  - Work with the owner to create a vision (within next 6 months)
  - Application for planning approval (2019)
  - To improve employment and tax base/levy opportunities
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7. Protect agricultural land base and rural character through defining rural character, and giving consideration to visual impact and architectural/design standards, map agricultural lands, severance policy, succession planning and farm matching service

Communication

4. Develop a communication plan and strategy:
  - township to residents and business
  - township to visitors
  - branding and signage

Services

5. Assess/feasibility/recreational needs and other opportunities for Mulmur including North Dufferin Community Centre
6. Identify and implement road safety and maintenance plan
7. 6. Increase connectivity: internet and cell service

8. Medical and community services - suggested

Fiscal responsibility

- 8. Fiscal – shared services goal
- 9. Operations Enhancement/performance of the team

Support for Business and Environment

- 5. Continue to play a leadership role to reduce our carbon footprint in Mulmur by implementing the Municipal Energy Plan, such as reducing reliance on carbon fuel, eliminating single use plastics, increasing composting efforts, and protecting our water resources.
- 14. Labour – attraction of skilled labour force
- 15. Celebrate businesses that are here in addition to attraction of new businesses....

Community Spirit/Engagement

- 8. Continue to build community spirit through recreation, special events and community activities

Slogan “It’s In Our Nature” - links to community spirit, road safety, communications plan – Connectivity, Live/Work Community, Primrose Development – Ag Needs, Farm Matching, Recreation Needs, Green Footprint, Business Development – Retention, expansion, celebrate, link to labour needs