

Committee of the Whole (2) Report

DATE: Tuesday, December 5, 2023 WARD(S): ALL

<u>TITLE:</u> VAUGHAN BUSINESS AND ENTREPRENEURSHIP CENTRE – 2022 YEAR IN REVIEW

FROM:

Nick Spensieri, City Manager

ACTION: DECISION

Purpose

This report provides an update on key accomplishments from the programs and initiatives undertaken this past year by Economic Development's Vaughan Business and Entrepreneurship Centre (VBEC).

Report Highlights

- VBEC operates a small business support centre and delivers small business and entrepreneurship advisory services.
- VBEC delivers leading entrepreneurial development services in the Greater Toronto Area and York Region. VBEC delivered key projects including business advisory consultation services, training, webinar and workshop delivery, and administered entrepreneurship programs such as, Starter Company Plus, Summer Company, and My Main Street. These projects aim to promote the growth of the City's business community and attract businesses and talent to Vaughan.
- In 2022, VBEC assisted 210 business starts and expansions, undertook 1,217 business consultations, responded to 3,410 inquiries, and provided 81 seminars to 2,367 participants.
- \$323,525 annual funding received from the Province of Ontario's Ministry of Economic Development, Job Creation and Trade (MEDJCT) in support of VBEC activities.

Report Highlights continued

• The VBEC Year in Review report provides a snapshot of upcoming transformative, ambitious, and sustainable and purpose-driven projects that will encourage new business start-up, growth and expansion in 2023.

Recommendations

- THAT physical/digital copies of the Vaughan Business and Entrepreneurship Centre – 2022 Year in Review be distributed to Members of Parliament, Members of Provincial Parliament, local and regional partners, and all other relevant organizations/individuals; and
- 2. THAT the Office of Communications and Economic Development be authorized to communicate the content of this report and its attachment across City channels where appropriate.

Background

Economic Development works to profile and support Vaughan's transformative, ambitious and purpose-driven economy to make Vaughan a place where entrepreneurship, business, tourism, and art can prosper and grow.

Vaughan is **Transformative**. Our economy and business community continue to change the way business is done. The Economic Development department enables transformative projects.

Vaughan is **Ambitious**. The City of Vaughan undertakes world-class projects that elevate opportunities for our talent and businesses that strive to lead their industries.

Vaughan is **Purpose-Driven**. The City of Vaughan is proud to lead a community that is dedicated to doing business with purpose. Our community works to build Vaughan as a vibrant and inclusive community where all can prosper.

The City of Vaughan's Vaughan Business and Entrepreneurship Centre (VBEC) is part of the City of Vaughan's Economic Development Department which receives funding from the Province of Ontario's Ministry of Economic Development, Job Creation and Trade (MEDJCT) to support programming.

VBEC delivers the largest programs amongst provincially funded Small Business Enterprise Centres (SBECs) in York Region. VBEC delivers one of the province's highest volumes of business consultations and inquiries. This is a testament to the entrepreneurial spirit of Vaughan's residents and the City's vibrant and growing economy.

Ministry funding in support of VBEC activities has remained stable at \$323,525 annually (including a minimum amount of \$148,000 dedicated to direct to entrepreneur grants through Starter Company Plus and Summer Company). Over the past three-year term, this represents close to \$1 million in provincial funding invested directly into Vaughan's small businesses and entrepreneurial community.

Vaughan has more than 19,000 businesses, that employ more than 200,000 people. More than 85 per cent of local businesses employ fewer than 20 employees. VBEC is the City's support agency for this key business segment.

VBEC helps entrepreneurs and small business owners start or grow their business through several business consultation initiatives:

- 1. **Business advisory services** for the public, offered at no cost, both one-on-one and in small groups, answering critical questions about business planning and identifying next steps, resources, and opportunities.
- 2. **High quality entrepreneurship programs** like Starter Company Plus, Summer Company, My Main Street and Better Your Business that deliver training, mentorship, and the opportunity for participants to apply for provincial grants.
- 3. **Focused seminar and workshop series** for entrepreneurs to connect with their peers and stay up to date with best practices. Including the Business Planning Launchpad Series and Small Business Week.
- 4. **Strategic Partnerships and Collaborations** that leverage the expertise and networks of local educational institutions, business accelerator and incubator programs for the benefit of Vaughan residents and businesses.

Previous Reports/Authority

<u>Committee of the Whole (2) Report Extract – 2021 Year in Review – Economic</u> Development (June 21, 2022)

<u>Committee of the Whole (2) Report Extract – Strengthening and Advancing Small</u> Business and Entrepreneurship Services (March 8, 2022)

<u>Committee of the Whole (2) Report Extract – Strategic Business Plan for Economic and Cultural Development, 2020-2023 (September 24, 2019)</u>

Analysis and Options

Economic Development supports businesses through advisory support, programs, education, and strategic partnerships. Through those services, VBEC helped 210 businesses start and expand in 2022.

In 2022, VBEC undertook 1,217 business consultations, responded to 3,410 inquiries, and provided 81 seminars to 2,367 participants.

1. Business Advisory Services Key Accomplishments in 2022

VBEC offers advice to entrepreneurs and businesses of all stages and sizes. Whether mulling a first business idea or looking for solutions to complicated business challenges, VBEC is here to help. The VBEC team offers **one-on-one and small-group consultation services** by appointment via tele- or video-conferencing or in-person.

Consultations with entrepreneurs and business owners could include discussions about:

- Business planning support, including marketing strategies, financial forecast and cash flow, and general business development.
- Information on the development process, regulations, zoning, licensing, permits, business registration and legal structure.
- End-to-end site selection support.
- Connections to funding sources, financing and grants.
- Connections to business professionals, organizations and resources from various levels of government.
- Research and business intelligence support.
- Business development and marketing support for tourism organizations.
- Business workshops, seminars, events and networking opportunities.

Consultations by Sector		
Sector	No. of Consultations	
11 Agriculture, Forestry, Fishing & Hunting	1	
22 Utilities	2	
23 Construction	38	
31-33 Manufacturing	23	
41 Wholesale Trade	7	
44-45 Retail Trade	279	
48-49 Transportation & Warehousing	9	
51 Information & Cultural Industries	37	
53 Real Estate & Rental & Leasing	3	
54 Professional Scientific & Technical Services	246	

56 Administrative & Support & Waste Management	7
61 Education Services	38
62 Health Care & Social Assistance	74
71 Arts, Entertainment & Recreation	98
72 Accommodation & Food Services	213
81 Other Services (Except Public Administration)	78
Other	64

Consultations by Month		
Month	No. of Consultations	
January	87	
February	81	
March	71	
April	47	
May	84	
June	119	
July	147	
August	138	
September	120	
October	120	
November	127	
December	76	

Some highlights and key accomplishments from 2022 include:

In-Person Services

VBEC staff are available for in-person drop-in services at Vaughan City Hall five days per week (Monday to Friday, 9:00 a.m. to 4:30 p.m., excluding holidays).

As pandemic health restrictions eased, small business owners and entrepreneurs expressed interest in reconnecting and engaging in-person to foster more robust relationship-building opportunities and to support business reintegration planning.

In June 2022, ED relaunched the VBEC brand to increase awareness of our services and expand reach by delivering services in each commercial community in Vaughan.

In-person business advisory services were scheduled on a rotating, one-day per week basis at City Hall and at a community location in each of the City's wards between June to August in collaboration with the Recreation Services department.

VBEC further enhanced its delivery model and developed a hybrid business advisor approach offering virtual tele- or videoconferencing as well as in-person drop-in consultations and services at Vaughan City Hall five days per week (Monday to Friday).

Open for Business Construction support

These services continue to be provided via one-on-one advisory consultations. Economic Development staff actively canvassed in areas such as Woodbridge Ave and participated in a Public Information Centre (PIC) alongside Infrastructure Delivery staff to ensure that local businesses knew these services were available.

Vaughan is an economy of entrepreneurs and job creators. The city boasts a high concentration of entrepreneurs with 33,680 self-employed residents and 11,699 businesses with 1-4 employees.

Local businesses have continued to be temporarily impacted during construction projects like the City's <u>Woodbridge Avenue Improvements and Streetscaping</u> and York Region's <u>Major Mackenzie Drive Improvements</u>. These ongoing infrastructure improvements are key for the long-term health of the city's economy and will enable a climate for business success once complete.

Beginning in Q3 2022, VBEC provided in-depth advisory assistance to twelve businesses impacted by the Woodbridge Avenue Improvements and Streetscaping project.

Six of these businesses are now fully funded participants of the Vaughan <u>Starter</u> <u>Company Plus Program</u> and received a \$5,000 provincial grant.

Further support was provided through collaboration with Corporate and Strategic Communications and the 2022 *Woodbridge Ave Open for Business* campaign. This campaign included providing marketing and signage collateral and a tool kit to local businesses to inform the public that these businesses were open while construction was underway in the area.

Mentorship

VBEC understands that diverse connections are at the core of innovation and company growth. The **Vaughan Business Café** offers entrepreneurs, small business owners and corporate partners a way to connect to ask questions, share ideas and form new professional relationships. The Café is an online platform for businesses to connect with collaborators, mentors and advisors. Offered at no cost to participate, it is open to all entrepreneurs and business professionals in Vaughan.

Since launching in 2019, the platform has grown to **390 members** and brokered **4,676 introductions** to date, facilitating meaningful conversations in a purpose-built and proactive way.

2. Entrepreneurship Programs Key Accomplishments in 2022

Dedicated entrepreneurship programs offer residents and local business owners training, mentorship, and the opportunity for participants to apply for provincial grants.

Starter Company Plus

In addition to core business advisory services, the Province contracted the City to deliver the Starter Company Plus program. Starter Company Plus is a training and mentorship program to help businesses develop, grow and adapt to new ways of doing business as a result of lessons learned from the disruptions caused by the COVID-19 pandemic.

Through Starter Company Plus, participants had the opportunity to apply for a Provincial grant of up to \$5,000 to implement their new business strategies.

Eligible applicants were supported under two training streams: existing brick-andmortar, with training focused on supporting business owners with physical storefronts, office or industrial locations or new start-up and home-based businesses, with training focused on creating a comprehensive business plan, marketing strategy, and financial forecasts.

\$260,000 in provincial grants were directly invested in local business owners.

Some key statistics from the program are:

- Dollar value of investment leveraged: \$3,153,722
- **52** businesses funded and completed program
- Total Applications: **255**
- Businesses Started and Expanded: 71
- Jobs Created: **54**
- Ward Breakdown of SCP grant recipients:

Ward	# Funded
1	6
2	9
3	5
4	15
5	14
other	3
Total	52

Summer Company

The Summer Company program is funded by the Ontario government's MEDJCT. Administered locally in Vaughan by VBEC, Summer Company contributes to Vaughan's **Economic Prosperity and Social Capital** by helping new businesses start and teaching new business owners the skills they need to be our community's future leaders.

In addition to the opportunity to receive up to \$3,000 in provincial grant funding to start their businesses, students aged 15 to 29 years old are provided access to business advisory services and workshops delivered through Niagara University, facilitating university-level business training and mentorship for the program.

In 2022, VBEC worked with 11 students in the program. Through an effective outreach and marketing campaign, **VBEC received applications from 96 students**, 24 of whom were interviewed by VBEC staff.

The successful participants were celebrated at a kick-off event at Niagara University in the Vaughan Metropolitan Centre, in July. **37 participants** and guests attended an eventful evening of networking and idea sharing from some of Vaughan's student entrepreneurs and complimentary food and beverages.

At the end of the summer, each student received a Certificate of Completion from Niagara University.

\$33,000 in provincial grants were directly invested into local student businesses

Some key statistics from the 2022 program include:

- Total Revenue earned for all 11 businesses: \$37,322
- 11 student businesses funded and completed the program
- Businesses Started: 11
- Jobs Created: 12
- The median age of participants was 19 years old.
- Of the 11 accepted participants, 4 students were completing secondary school and 6 were enrolled in post-secondary or graduate studies.
- Ventures represent a variety of industries including professional services, retail, and recreation.
- Ward Breakdown of SC grant recipients:

Ward	# Funded
1	1
2	3
3	4
4	1
5	2
Total	11

My Main Street

Through funding made available by the Federal Economic Development Agency for Southern Ontario for the My Main Street Business Accelerator grant, ED successfully received funding to hire two Main Street Ambassadors (out of only 65 available positions province-wide).

The City of Vaughan and the Economic Developers Council of Ontario (EDCO) delivered the My Main Street Local Business Accelerator program, which focused on creating and maintaining vibrant and inclusive local main streets while providing new entrepreneurs and existing businesses with economic opportunities in their communities.

The program aimed to support new and existing independent small main street businesses with dedicated Main Street ambassadors, training, customized market research, data analysis, and funding. **20 businesses** in Vaughan (10 from each selected main street area) received up to **\$10,000** in non-repayable contributions to support their businesses.

\$200,000 in federal grants were directly invested into local businesses.

Some key statistics form the program include:

- Additional \$115,000 Federal funding invested for program administration
- Total \$315,000 non-repayable contributions to help revitalize main street businesses in Vaughan
- Businesses Started and Expanded: 20

Better Your Business: Social and Environmental Sustainability Program

The Better Your Business program is a new program offered by the City of Vaughan that supported five Vaughan-based businesses in incorporating the United Nations' (UN) 17 Sustainable Development Goals (SDGs) into their corporate practices.

Five businesses received one-on-one consultations with York University Professor Mark Terry, PhD, who helped guide the development of the participants' new sustainable business model to incorporate the UN's 17 SDGs. Once the new sustainable business models were completed, they were shared with the United Nations and once approved, each business received a certificate of compliance to communicate their leadership and commitment to being socially and environmentally sustainable to display for their business, customers, and clients.

The Better Your Business program helps Vaughan's business community become more socially and environmentally responsible by:

- Reducing their carbon footprint.
- Work towards being inclusive for all.

 Demonstrate ambitious leadership and a commitment to social and environmental responsibility.

This program represents a continuation of VBEC's previous leadership in social enterprise and corporate social responsibility, building on established networks of support, feeding into other opportunities and the capacity to support businesses to become ambitious and transformative.

3. Seminars and Workshops Key Accomplishments in 2022

VBEC provides one-stop services for Vaughan's aspiring entrepreneurs and existing business owners, with access to business information, resources, training and hands-on assistance to start or grow a business in Vaughan.

Annual Seminars and Workshops

81 seminars were delivered to 2,367 participants in 2022.

Throughout 2022, seminars and workshops were delivered on numerous topics including Launch & Grow Your Smart Cities & IOT Startup, Business Model Canvas & Customer Personas, 3D Prototyping for Businesses, and others.

A number of these sessions were delivered through collaborative partnerships with key stakeholders including YSpace/York University, TechConnex, The Black Entreprenership Alliance (BEA), and Vaughan Public Libraries (VPL).

Business Planning Launchpad Series

1,375 residents received business planning support through the Launchpad Series.

VBEC presented this four-part workshop series, delivered multiple times throughout the year that helped entrepreneurs work on a business plan and create a viable budget and financial projections and get ready for a Starter Company Plus grant application. This was a free, virtual program, designed for startups and established small businesses to get their ideas on paper through a step-by-step process of developing a business plan.

Training sessions and mentorship consultations with the entrepreneur advisor were delivered from May to November

Small Business Week

Over the course of Small Business Week, a total of 158 participants attended 10 seminars, workshops, and networking events.

Celebrated annually in October, Small Business Week is a nationally recognized celebration of small businesses' contributions to our economy. The Business Development Bank of Canada (BDC) has led national small business week celebrations for 43 years.

Small Business Week kicked-off on October 17, 2022 with an in-person networking event with speakers from our presenting sponsor, Meridian Credit Union and Digital Main Street. Throughout the week, VBEC hosted the annual Vaughan Small Business Week programming through several virtual seminars and in-person networking opportunities.

Programming was delivered in partnership with local business support organizations, including the Vaughan Chamber of Commerce, ventureLAB, YSpace/York University, COSTI, York Regional Police, Futurpreneur, Business Development Bank of Canada (BDC), Workplace Safety & Prevention Services (WSPS), Workplace Safety and Insurance Board (WSIB), the Ontario Ministry of Labour (MOL), and the Tourism Innovation Lab.

4. Strategic Partnerships Key Accomplishments in 2022

VBEC helps innovators take new ideas from conception to market by offering local commercialization support and access to a thriving innovation ecosystem. These partnerships help Economic Development to deliver on the Economic Prosperity, Investment and Social Capital Term of Council Service Excellence Strategic Plan priority by contributing to efforts to build Vaughan as a hub for entrepreneurship.

The City's small business advisors are leaders in York Region and the Greater Toronto Area (GTA) in building partnerships to deliver robust and successful programs.

VBEC seeks partnerships and collaboration with governmental partners, non-governmental, not-for-profit private stakeholders, and occasionally, private sector, for-profit organizations. These organizations include:

York University's YSpace

YSpace is York University's innovation hub creating positive change by fostering a community of innovators, entrepreneurs, and changemakers. YSpace is home to YSpace Digital, a suite of virtual programs to support entrepreneurs from ideation to scale mode.

Through YSpace's Food & Beverage venture support VBEC was able to offer programming for food and beverage entrepreneurs. 82 local entrepreneurs were supported by VBEC and YSpace through the Food &Beverage program.

Starting in May, this partnership offered specialized workshops to support early-stage food and beverage entrepreneurs and to help grow this industry locally. This programming builds on the success of VBEC's partnership since 2020 with the YSpace Food Accelerator Program, a first-of-its-kind program in Ontario supported by York Region.

VBEC's partnership with York University's YSpace extends with support to earlystage technology ventures through the YSpace Venture Catalyst program. The program supported 23 entrepreneurs.

The program is designed to validate start-up ideas and bring a proof-of-concept to life. This program offers workshops and facilitated peer-to-peer mentorship sessions specifically for Vaughan-based ventures. These sessions were tailored to early-stage technology ventures and focused on Smart Cities and IOT, including concept validation, storytelling, metrics, and product prototyping.

TechConnex

TechConnex is a member-directed industry association focused on the growth of tech businesses and their people through the sharing of best practices, business insights, and bright ideas.

In a new partnership with TechConnex in 2022, additional tech-focused workshops and seminars were delivered throughout the year to 92 businesses under a jointly hosted 'Future of Technology' series.

To date, the 'Future of Technology' series has included drone technology, property technology, and health tech. Ventures, early-stage, and growing, will benefit from this series as businesses look to enhance technology tools to build resilience and scalability.

ventureLAB

ventureLAB is Vaughan's provincially designated Regional Innovation Centre (RIC). VBEC supported an innovation space in partnership with the Vaughan Public Libraries, and the opening of a Hardware Catalyst Incubator for health technology companies.

The Innovation Hub at Pierre Berton Resource Library opened in 2022 to focus on driving support to Vaughan-based entrepreneurs and leverage this development site as a work site or event space. The space has since closed as ventureLAB opened a larger space at Sterling Industries in Vaughan.

In April 2022, ventureLAB announced a \$2.5 million investment from the Government of Ontario to establish a MedTech-specific Hardware Catalyst Incubator for hardware and semiconductor companies. This facility will be in the City of Vaughan, at Sterling Industries' site.

Vaughan Chamber of Commerce (VCC)

The VCC is a membership, networking and business association in Vaughan. With a growing membership of engaged businesses, the Vaughan Chamber brings together Vaughan's Business Community and represents organizations from all sectors of the economy.

As part of The City of Vaughan and Economic Development's yearly partnership with the VCC, VBEC participated in several events and networking opportunities throughout the year to collaborate and network with the Vaughan business community.

Key event partnerships with the VCC included:

- The 33rd Annual Vaughan Business Achievement Awards Dinner on June 9 celebrating business excellence in the City of Vaughan as the sponsor of the Small Business of the Year award.
- The **13th Annual Women's Symposium** on October 18, York Regions' largest and most dynamic gathering of women business professionals, as an exhibitor.
- And monthly networking events as a sponsor throughout the year on behalf of Economic Development.

Ogo Tawa - Black Artrepreneur Program (BAP)

VBEC provided advisory services, introductions to other Provincial SBEC offices and showcased VBEC services to 25 Ogo Tawa program participants in 2022.

Ògo Tàwa, is a creative art and culture non-profit organization that helps underserved and under employed artists of African descent enhance their financial security by providing a platform to showcase and sell their creative works. Ògo Tàwa leads the Black Artrepreneur Program (BAP) a program that is designed to support business skill development for Black Canadian artists entrepreneurs, and those from the creative industries.

VBEC and Economic Development are a community support organization and provide participants with facilitation, one-on-one advisory and introductions to other Provincial SBEC offices based on participants' locations across Ontario.

Black Entrepreneurs Alliance (BEA)

VBEC delivered seminar content and showcased VBEC services to 15 BEA program participants in 2022.

Since BEA's launch in 2021, Black Creek Community Health Centre and York University have worked with many community organizations, government funders and local partners to offer innovative programs to boost entrepreneurship and create a more inclusive ecosystem for Black entrepreneurs to thrive.

The food program provides a community of agri-food entrepreneurs and supporters with the goal is to empower entrepreneurs with the skills and framework needed to validate and launch food businesses into the market.

VBEC and Economic Development are pleased to be a community support organization and provide facilitation and one-on-one advisory to participants of the Product Feasibility Bootcamp.

York Entrepreneurship Development Institute (YEDI)

VBEC has delivered seminar content and showcased VBEC services to 15 international YEDI program participants in 2022.

York Entrepreneurship Development Institute (YEDI) is recognized as a leader in entrepreneurship education and training, offering a range of options for entrepreneurs to reach their educational and growth goals.

VBEC provided facilitation and advisory to participants of their international program.

Vaughan Public Libraries (VPL)

VBEC and VPL jointly host small business-related seminars including topics on 3D Prototyping, sourcing, ecommerce and information sessions promoting our Starter Company and Summer Company programs.

VPL is Vaughan's public library system serving communities in the City of Vaughan and consists of twelve libraries. VPL also hosts hundreds of programs and events each year catering to a wide range of audiences including local residents, students, and entrepreneurs. VBEC continues to collaborate with VPL on a number of seminars and workshops including topics on 3D Prototyping, sourcing, ecommerce and information sessions promoting our Starter Company and Summer Company programs. Small Business Centres of Ontario Network

The SBC Ontario network has formally organized as a non-profit professional association in 2021 and includes managers, business advisors, and teams from all 54 of the province-wide SBEC locations, which includes VBEC, as well as industry leaders

and partners. The association's goals are to support the growth and professional development of its centres business advisors, to advocate on behalf of small business centres and to seek funding opportunities to support the network.

2023 Look Ahead

Small businesses are the backbone of our thriving economy, Vaughan Business and Entrepreneurship Centre and the Economic Development Department, the City of Vaughan wants to help businesses grow. VBEC will continue to deliver service excellence into 2023.

2023 Upcoming Activities		
1. Business advisory services	 In-Person Services continue Construction Support Program launch Vaughan Business Café renewed agreement with platform provider Ten Thousand Coffees 	
2. Entrepreneurship Programs	 Starter Company Plus – target 33 businesses funded Summer Company – target 11 student business owners funded Better Your Business: Social and Environmental Sustainability Program – target completion of 5 strategic plans Continue to seek out opportunities for external, Provincial and/or Federal funding announcements to leverage incremental, net new funding investment for the benefit of residents and businesses in the City of Vaughan 	
3. Seminars and Workshops	 Deliver Small Business Week 2023 Continuation of the Business Plan Launchpad Series Continuation of the YSpace Food Venture and Tech Venture series' Continuation of the TechConnex Future of Technology series Additional topics offered will include Explore Alternative Revenue Streams for Brick & Mortar Businesses, Shopify & Amazon Techniques, Sourcing, Tax Considerations, and Intellectual Property for Small Businesses 	

Financial Impact

None.

Operational Impact

None.

Broader Regional Impacts/Considerations

The Vaughan Business and Entrepreneurship Centre (VBEC) - 2022 Year in Review complements communications and outreach strategies to help raise the profile of Vaughan's economy.

A copy of the publication will be uploaded on vaughanbusiness.ca and distributed to critical local/regional partners and stakeholders, such as York Region Economic Development, the Vaughan Chamber of Commerce, other Chambers of Commerce, consuls in the Ontario and Canadian marketplaces, ministries, local and regional stakeholders, and prospective business relocation opportunities. Sharing this publication with key stakeholders will help raise the City's profile, attract new partners and investments, and support the expansion of the local business community.

Conclusion

The City of Vaughan's entrepreneurial spirit defines the City's thriving business community and continues to attract investment to the city. With the support of Council, Economic Development continues to provide service excellence to local entrepreneurs and small business owners as part of the 2022-2026 Term of Council.

Staff recommend that Committee receive this VBEC report outlining the achievements to date as information.

For more information, please contact: Don De Los Santos, Manager, Economic Services, don.delossantos@vaughan.ca.

Attachments

 Vaughan Business and Entrepreneurship Centre – 2022 Year in Review, Economic Development, Dec. 5, 2023 (attachment to be provided prior to meeting)

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