Welcome

Partnering with Industry Symposium
January 25, 2018
Jeff Fielding, City Manager
City of Calgary
OUR VISION

Calgary: a great place to make a living, a great place to make a life.

Calgarians love their city, its opportunities and optimism. An excellent quality of life, proximity to nature, and cleanliness make Calgary one of the most liveable cities on the planet.

As the third largest municipality in Canada, we serve a city of 1.2 MILLION PEOPLE.

A city rich with ethnic & cultural diversity, where visible minorities make up 28% of our population.

We are a young city, WITH AN AVERAGE AGE OF 36.

And for the thousands of newcomers arriving each year from across Canada and the world, A PLACE TO CALL HOME.
Recent Awards and Recognition

*Member* Rockefeller Foundation

100 Resilient Cities

1\textsuperscript{st} place in Government Services, and
13\textsuperscript{th} overall, in Canada’s Best Employers ranking.

5\textsuperscript{th} most liveable city in the world in 2017

Selected as one of Alberta’s
TOP 70 employers.

Recognized as one of the greenest employers across Canada.

One of Canada’s Top Employers for Young People

This list is not exhaustive
Yet, for all the ingenuity, inventiveness, and imagination of the human race, **we tend to be slow to adapt to change.**

There is a powerful human tendency to **want the future to look much like the recent past.** Revisiting our assumptions about the world we live in—and doing nothing—will leave many of us highly vulnerable.

Gaining a clear-eyed perspective on **how to negotiate the changing landscape will help us prepare to succeed.**
Focus on Culture

Culture and function are meshed.

Employees will continue to expect a workplace that has a transparent and human-centered culture that prioritizes the employee experience; and, enables work to be conducted anywhere, anytime, reflecting fluidity and agile functionality.

Employers will hire for culture and soft skills, and train on hard skills.

Insight: Brand Culture is a company culture in which employees "live" to brand values, to solve problems and make decisions internally, and deliver a branded customer experience externally.
Resilience and Infrastructure
Calgary

Chris Arthurs
Director, Resilience and Infrastructure Calgary
Resilience & Infrastructure Calgary Deliverables:

• Develop a resilience strategy for Calgary based on foundation of social, economic and environment drivers.

• Respond to the service needs of Calgarians in light of changes in the community.

• Deliver value to Calgarians through strategic capital investment.

• Provide short and long term value while responsibly managing debt.

• Foster and practice good government that supports public trust and confidence.

“Calgary: A great place to make a living, a great place to make a life.”
RESILIANCE is about surviving and thriving, regardless of the challenge.
Recent Calgary Stresses and Shocks

2013
- Q1: 2013 Flood
- Q2: Build Calgary
- Q3: Snowtember

2014
- Q1: Economic Shift
- Q2: Affordable Housing Shortage

2015
- Q1: Infrastructure Calgary

2016

2017
- Q1: Infrastructure Calgary
- Q2: Economic Development Investment Fund
Calgary Risk Assessment

**Shocks**
- Infrastructure failure
- Major planned event
- Explosion/fire
- Energy supply emergency
- Rail incident
- Telecommunications
- Cyber

**Climate Hazards**
- Hail
- Windstorm
- Winter storms/Blizzards
- High intensity storms
- Flood
- Extreme Heat
- Heat Wave

**Stressors**
- Poverty
- Migration
- Global security
- Carbon levy
- Opioids
- Income Disparity
- Lack of economic diversification
- Insurance costs

- Access to housing
- Inequity & lack of cohesion
- Need to adapt infrastructure
- Aging infrastructure
- Lack of regional collaboration
- Lack of tolerance
Leadership & Strategy
Effective leadership, empowered stakeholders, and integrated planning.

Health & Wellbeing
The health & wellbeing of everyone living and working in the city.

Infrastructure & Environment
The way in which man-made & natural infrastructure provide critical services and protects urban residents.

Economy & Society
The social & financial systems that enable urban populations to live peacefully, and act collectively.

100 Resilient Cities
The City Resilience Framework
Areas of Strength and Improvement for Calgary

Agenda Setting Workshop: Key self-assessment findings:

Strengths:
- Ensures continuity of critical services
- Ensures social stability, security, and justice – pride in policing
- Provides reliable communication and mobility
- Meets basic needs – water

Challenges:
- Fosters economic prosperity
- Supports livelihoods and employment
- Provides and enhances natural / manmade assets
- Meets basic needs – affordable housing
Calgary Resilience Principles

Prioritizing green infrastructure for environmental resilience

Creating social capital to mitigate and support response to shocks and stresses

Strengthen our economic drivers to withstand shocks and stresses

Calgary is a smart city with integrated and well managed infrastructure
Resilience Perceptions: Infrastructure

Calgary has infrastructure that supports an integrated, connected and well managed city.

Legend
- Area for improvement
- Area of strength
- Doing well but can improve

Freight/logistics transport
- Area of strength
- Area for improvement
- Doing well but can improve

Public transport
- Area of strength
- Doing well but can improve
- Area for improvement

Transport networks
- Area of strength
- Area for improvement
- Doing well but can improve

Maintenance of assets
- Doing well but can improve

Redundant, diverse infrastructure
- Area of strength

Safeguards & critical infrastructure
- Area of strength
- Doing well but can improve
- Area for improvement
Calgary’s Climate Risks Profile

We strengthen our natural assets and ecosystems within our city and region.
Addressing Resilience in The City’s Building Stock: 2018 Proposed Revisions to Sustainable Building Policy

**Respond**

**New Codes / Standards**
- NECB 2011
- LEED v4
- Existing SBP is from 2008

**Lessons Learned**
- Internal and External
- Past Projects
- Other Policies

**Opportunity**

**New Programs & Funding**
- AB Climate Change Strategy
- Alberta Municipal Solar Program

**Economic Resiliency**
- Lowering Operating Costs
- Mitigate Exposure to Utility Rate Fluctuations and the Carbon Tax
- Doing More with Less
The City has been piloting and integrating technologies at a wide scale. We want to make sure we are ready for your innovative recommendations.
“City administrations alone cannot address the stresses and shocks posed by rapid urbanization, and are increasingly reliant on citizens, the private sector, NGOs and academic institutions to provide complimentary skills and resources.”

- World Economic Forum: *Inspiring Future Cities & Urban Services*
What does a resilient Calgary look like to you?

#resilientYyc

#pwis2018
INFRASTrUCTURE CALGARY provides governance and oversight of The City’s Capital investment portfolio.
• Program Goals
  1. Support the economy by increasing quality and velocity of capital investment
  2. Strengthen investment decision making to maximize the return for Calgarians
  3. Enhance capital delivery efficiency and effectiveness
  4. Improve transparency and line of sight for key stakeholders
  5. Attract investment to Calgary

• Capital Infrastructure Investment Strategy

• Capital Investment Plan

Annual 5 year Average 2010-2015 ($1.2 B)

- 2017 Capital Investment Target
- 2017 Actual Spend
- 2015 Actual Spend
- 2016 Actual Spend

*Information based on Executive Management Report
2019-2022 Service Plans and Budgets

- Infrastructure Calgary delivering the capital budget at a corporate level

- Service need is the primary driver for capital prioritization

- Operating impact of capital will be included for each capital investment
What does Calgary’s investment in resilient infrastructure look like to you?

#resilientyyyc

#pwis2018
Environment and Water Resources

Andy Hughes P Eng.
Manager - Bonnybrook Program Delivery, Water Resources
What we do:

We work with the community and Corporation to conserve, protect and enhance air, land and water for present and future generations.

How we are organized:

Our department provides 7 services:

- Water Treatment & Supply
- Wastewater Collection & Treatment
- Stormwater Management
- Waste & Recycling
- Environmental & Safety Governance
- Environmental Management
- Organizational Health, Safety & Wellness
2017 UEP Accomplishments – Stormwater Management

- East Bowmont Stormwater Quality Retrofit
- Christie Park – Community Drainage Improvement
- Fish Compensation – Quarry Park
- Riverdale Retaining Wall
2017 UEP Accomplishments – Wastewater Treatment

- Dewatering Facility
- Capacity Upgrades
- Blower Upgrades
- Plant D Digester Upgrades Ph 1

- Major electrical upgrades program underway
- Commenced Flood Protection Berm for BB site
2017 UEP Accomplishments – Water & Sanitary Networks

- Glenmore Dam
- 210 Avenue Feedermain
- Roxboro Lift Station
- West Pine Creek Sanitary Trunk Phase 2
2017 UEP Accomplishments – Waste & Recycling Services

- Shepard WMF Composting Facility: Commissioning & Operation
- East Calgary WMF: Cell 9 Construction, Cell 6 Capping, Roads Improvement
What is Stage Gating?

Definition:

“Stage Gating is a structured decision making model that enables informed decision-making on project direction and budget at key milestones in the project lifecycle.

It serves as a Portfolio Management tool that helps ensure investment decisions are made through a transparent, consistent, and defendable process that incorporates best practices, demonstrates alignment with strategic objectives, and promotes the delivery of projects that add value for the corporation and customers, and minimize risks.”

Ensures we spend on the right project, at the right time, for the right budget
Stage Gating Framework

1. Identify
   - Formulation of a Business Need or Opportunity

2. Plan & Design
   - Development of a robust Business Case
   - Preliminary and Detailed Design prior to tender

3. Execute
   - Typically Construction and Commissioning

4. Evaluate
   - Formal close-out and performance evaluation

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Standard Gates | Optional Checkpoints
Impact of Stage Gating

Stage Gating Allows UEP and The City to:

• Adjust to changing circumstances
• Maximize spending by reallocating budget in a timely manner
• Fund new projects when budget becomes available
• Gain clarity and accuracy in capital investment reporting
• Provide upfront visibility of Capital Program to Supply Management
In 2018, the UEP Department will invest over $400 M in infrastructure projects.
Upcoming UEP Project Tenders: Sanitary Collection

- Nose Creek Sanitary Trunk, Contract 5 – Q1 2018
- University Heights Sanitary Upgrade – Q3 2018
- Inglewood Sanitary Trunk – Q2 2018
Upcoming UEP Project Tenders: Water Distribution

- Northridge Feedermain, Ph. 1 – Q2 2018
- Downtown Upgrades - Q1 2018
- Shaganappi Pump Station - Q2 2018
- Lower Sarcee Feedermain - Q2 2018
Upcoming UEP Project Tenders: Stormwater Management and Flood

- Outfall Repairs, various locations – Q1 2018
- Riverbank Erosion Protection, various locations - Q1 2018
- Bebo Grove Pond and 24th Street Diversion – Q1 2018
- Sunnyside Storm Lift Station #2 – Q1 2018
- Sunnyside Storm Lift Station #1 – Q3 2018
- Sunnyside Upper Plateau Separation – Q4 2018
Upcoming UEP Project Tenders: Wastewater Treatment

Bonnybrook Plant D projects (CM Contract):
  • UV Upgrades – Q1 2018
  • Outfall Relocation – Q1 2018
  • Primary Treatment – Q1 2018

BB Electrical Upgrades projects:
  • Co-generation Expansion – Q4 2018
Upcoming UEP Project Tenders: Maintenance Projects

Tendered Q1 and Q2 2018:

- Water Main Extension
- Water Main Slip Lining
- Sanitary Sewer Rehabilitation
- Sanitary Service Lining
- Storm Main Rehabilitation and Replacement
- Sewage Forcemain Upgrades
Upcoming UEP Project Tenders: Waste & Recycling Services

- Spyhill WMF, Recapping Stage 1
- Shepard WMF, Industrial Cell 1 Construction
- Spring Gardens Building E HVAC Upgrade
Transit & Transportation
Michael Thompson P. Eng.
Acting General Manager Transportation
2017 Transportation Accomplishments

21 major transportation projects
4 new interchanges
1 interchange improvement
3 intersection improvements
$400M investment
The projects touch more than 30 Calgary communities

2 new bridges
1 flood mitigation project
8 major roadway improvements
3,200 jobs created by this year’s work
1 LRT parking lot expansion

More than 400,000 daily vehicle and people trips will benefit from these improvements.
Streetlight Retrofit

- Completed on budget and 1.5 Yrs. ahead of schedule
- Expected savings of ~ $5M / year in electricity consumption
- To date the most significant retrofit of municipal street lights in Canada
Projects Underway

North Cross Town BRT

17th Ave SE BRT Phase 1

Slope Stability

17th Ave SE BRT Phase 2

Priddis Slough

Crowchild Trail over Bow River

Stoney P3 Bus Facility

17th Ave SW
Transit & Transportation

2018 Capital Investment

$650M
Capital Investment
Green Line
Stage 1

-Funding announced by Feds/Provincial/City
-Working on funding agreements with the Feds/Province
Green Line Stage 1 Tunnel
Green Line
Stage 1

- 16 Ave N to 126 Ave S
- 20 km of LRT track length
- 14 Stations
- 8 Bridges
- 4 km Tunnel
- 1 km Elevated Track
- 1 MSF
Green Line
Under Ground Station
Green Line Elevated Station
Green Line
At Grade Station
Green Line Enabling Works

- Government of Canada & Alberta government funding announcement of $250M+
- Projects include utility relocations, land preparation, environmental remediation & transit improvements
S.W. Ring Road Connections

- $133M total program budget
- Bow Trail Widening
- Glenmore Trail Widening
- Anderson Road Widening
- Southland Drive and 90th
Bridge Rehabilitation Projects

- Plus 15 Lifecycle
- Reconciliation Bridge
- Glenmore CP Bridge
Pavement Rehabilitation Program

- Approx. $14M total tender value
- Up to 4 contracts will be going to market by end of Q1
- Multiple locations city-wide, primarily arterial roads
2018 Partial Project List

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<tr>
<th>Construction Project</th>
<th>Budget</th>
<th>Timing</th>
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<td>Laycock Park Bridge Replacement</td>
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<td>Glenmore Widening Extension</td>
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<td>Q2</td>
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<td>Westbrook Mall over Bow Trail Ped Overpass</td>
<td>8M</td>
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<tr>
<td>Bow Trail Widening Extension</td>
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<td>Q3</td>
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<tr>
<td>9th Ave SE Bridge Replacement</td>
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<td>Glenmore and 68th</td>
<td>11M</td>
<td>Q4</td>
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Please note projects/budgets may span multiple years and include all project costs, not just consulting or construction.
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### 2018 Tender Values

<table>
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<th>Project</th>
<th>Value</th>
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<td>New Roads and Bridges</td>
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<td>Transit Projects</td>
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<tr>
<td>Pavement Rehabilitation</td>
<td>14M</td>
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<td>Bridge Rehabilitation</td>
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Housing and Community Services

Sarah Woodgate
Director, Calgary Housing and
President of Calgary Housing Company
Community Services

Community Services works together to create and sustain healthy, safe, caring and socially inclusive communities that people want to call home. We do this through the provision of:

• Parks, open space and recreational opportunities
• Citizen protective services
• Strong and inclusive neighbourhoods encouraging relationships
• Fire, emergency and disaster prevention and protection
• Safe and affordable homes
Community Services will invest close to $300M in 2018 through a broad and diverse capital delivery program

Focused on investments in Community Growth and Infrastructure Lifecycle including:

- Multi Service Facilities
- Parks and Open Spaces
- Housing
Community Services – Upcoming Tenders

~$100M in planned tenders in 2018

- **Lifecycle** investments including Playgrounds, Sports fields and Pathway Systems, Recreational Facility upgrades and renovations

- **Growth** investments in expanded Outdoor Learning spaces, Skate Park amenities, and new Pathway Connections
The Alberta Government is investing $1.2 billion over five years to build more affordable housing.
Safe and Affordable Homes

*Foundations for Home*, Calgary’s Corporate Affordable Housing Strategy identifies six strategic directions in which Calgary can increase the number of affordable housing units within the city.

- **Objective #1**: Get the Calgary community building
- **Objective #2**: Leverage City land
- **Objective #3**: Design and build new City units
- **Objective #4**: Regenerate City-owned properties
- **Objective #5**: Strengthen intergovernmental partnerships
- **Objective #6**: Improve the housing system
Design and Build new City units:

In 2018, $19.0M will be invested in new capital developments.

2018 Procurement:
- Feasibility
- Design development
- Construction

2019-2022 Procurement:
*New funding request to Council Nov 2018*
Regenerate & Maintain Properties:

In 2018, $19.2 million will be invested in maintenance of a variety of City and Provincially owned housing.

Calgary Housing Company assets are valued at $1.4 Billion

2018 Procurement Opportunities:

- Alberta Purchasing Connection (APC)
  - [www.purchasingconnection.ca](http://www.purchasingconnection.ca)
- Keyword Search
  - Calgary Housing Company
  - *Category*: Goods, Services, Construction
  - *Status*: Open
Capital Investments in Social Resilience

- These investments in capital projects support the delivery of community services & programs for all Calgarians

WE are ALL in this TOGETHER mural
Thank You

Sarah Woodgate
Director, Calgary Housing
Sarah.Woodgate@Calgary.ca
(587) 390-1334

www.calgary.ca
Planning & Development
Darren Lockhart, Manager, Application Services
Why I’m Here Today
Planning and Development


Calgary Growth Strategies
  Matthias Titz
    ▶ Growth & Strategic Services
      Kathy Davies Murphy
    ▶ City Planning & Policy Services
      Joachim Mueller

Calgary Approvals
  Joel Amlitage
    ▶ Application Services
      Darren Lockhart
    ▶ Partnership Services
      Annie Blanchette
    ▶ Legislative Services
      Ian Cope
    ▶ Public Infrastructure
      Kris Dietrich

Community Planning
  Debra Hamilton
    ▶ North
      Darrell Sargent
    ▶ Centre-West
      Scott Lockwood
    ▶ South
      Kevin Froese

Calgary Building Services
  Kevin Griffiths
    ▶ Customer Advisory Services
      George Abdellmessih
    ▶ Building Regulations
      Marco Chiaraese
    ▶ Business Services
      Shane Hoogenboom

(Effective October 2017)
To plan and facilitate building a great Calgary for citizens, customers and communities

Our mission

To plan and facilitate building a great Calgary for citizens, customers and communities

Results

We strive everyday to achieve three key results

- MDP/CTP vision is advanced
- Development is realized
- Buildings are safe

Enablers

We have the foundation in place to achieve these results

- Effective tools: policies, bylaws, regulations and codes
- Effective and collaborative department that supports achievement of quality development
# Timelines Met on Core Services

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<th>Detailed Team Review Performance</th>
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What We are Working On in 2018
Planning & Policy

• Prioritized Policy Creation
• Purposeful Policy that Facilitates Development
• Strategic Growth
• Industry and Community Involvement in Policy and City Wide Planning
Planning Approvals

- Performance Enhancements
- Process Improvements
- Technology Enhancements
- Customer Centric Culture
- Drive to Occupancy
Safe Buildings

• Efficient Inspection System
• Aggressive Move to Digital Submission and Review
• Simplified and accelerated business startup and changes
• Empowered Staff that Drive to Occupancy
One Calgary

2019-2022 Service Plans and Budgets

Working together as One for Calgary to provide service value for citizens, customers and communities.
We Are In It Together!

- Efficient Development Approvals System
- Customer Centric Culture
- Relentless and Collaborative Drive to Occupancy
- Prepared for an Unknown Future
Landscape is evolving

New trade agreements

Construction documents

Qualification based selection

Prequalification for Prime Contractor
## Trade Agreements

### Procurement Thresholds

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<th>NWPTA</th>
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<th>CETA</th>
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<tr>
<td>Goods &amp; Services</td>
<td>$75k</td>
<td>$100k</td>
<td>$340k*</td>
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<td>Construction</td>
<td>$200k</td>
<td>$250k</td>
<td>$8.5m*</td>
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* Valuation converted from Euros

Images from healthprocanada website

27
Construction Documents

- Fixed Price Construction
- Construction Management
- Design Build

2018
Qualification Based Selection (QBS)

- **QBS RFP – Engineering & Architecture (E&A)**
  - Consulting General Conditions (CGC)

- **QBS RFSO – E&A**
  - Statement of Requirements (SOR)

- **QBS RFP – Non E&A with price**

- **QBS RFSO – Non E&A with price**
Prequalification Prime Contractor

Future Revised Process:

Submission → Goal 120 days (85 business days, 18 weeks) → Notification

Commercial Review (4-6 weeks) → Safety Review (6-8 weeks) → Environmental Review → Technical Review → Notification Prep (3-4 weeks)

122 Average Days
Supporting Resilience

- Continuing to transform municipal procurement
- Stronger collaboration with the Province and Federal procurement groups
- Cross-corporate collaboration
- Supporting the Economic Resilience Strategy
Thank You