

1 Rapid Recovery

Pandemic: Short duration, exit in early 2021

Economy: International stimulus causes spike in energy / oil demand through 2020s; little diversification

Growth: Steady, moderate population & job growth (due to increased 'job efficiency' in oil & gas sector)

Urban Form: Focus on suburban growth to quickly stimulate economy; some urban intensification

City Finances: Sufficient but unpredictable due to boom-bust cycles

Remote Work: Avg. 2 days/week for office employees (25% reduction in peak commuting to downtown)

Retail & Delivery Services: Short-term losses of traditional retail followed by rapid recovery; steady growth in online shopping & use of delivery / curbside pickup services

2 Increased Crisis

Pandemic: Severe second wave, exit late 2021

Economy: Depressed local & global economy; logistics & warehousing becomes leading employer; high unemployment

Growth: Shrinking population & jobs in short-term, followed by slow growth

Urban Form: Shrinking community populations, particularly suburban communities with limited local amenities

City Finances: Very constrained

Remote Work: Avg. 1 day/week for office employees (up to 40% reduction in peak commuting to downtown, when combined with reduced number of jobs downtown)

Retail & Delivery Services: Loss of traditional retail; tension between buy local programs and low-cost online shopping

3 Transformational Change

Pandemic: Multi-year, multi-wave pandemic

Economy: Diversified 'green' economy with some local manufacturing (e.g. critical supply chain items, batteries); 'globalized talent' living locally but working globally

Growth: Steady but slower population & job growth

Urban Form: Greater share of growth in the region (remote work disconnects housing choice from work location)

City Finances: Predictable but slightly constrained compared to past oil & gas booms

Remote Work: Avg. 3+ days/week for office employees (40% reduction in peak commuting to downtown)

Retail & Delivery Services: Primarily online / AI-based shopping; fewer retail stores with a focus on providing 'experience centres'