

## Attachment 5 – Risks

### *Green Line Project Risks*

Calgary Transit has been working closely with Green Line to ensure alignment with RouteAhead project prioritization and the ongoing Green Line program work. Continued coordination with Green Line is required moving forward as the downtown alignment of Stage 1 is considered and Green Line LRT and BRT functional planning work is completed. The prioritization of future rapid transit network growth projects is dependent on the advancement of the approved segments of the Green Line. Changes to the scope, scale, or timing of the Green Line, specifically Phases 2a and 2b, will result in the need to reprioritize future rapid transit projects. Additional commentary on project specific sequencing and project readiness can be found in Attachment 3 under Additional Considerations.

### *COVID-19 Recovery Scenario Risk Analysis*

The Transportation department developed three COVID-19 recovery scenarios using a strategic foresight process to identify potential medium-to-long term impacts from the pandemic on the transportation system for the year 2040. The scenarios are not projections but identify a plausible range of impacts the department should plan for, given the uncertainties inherent to pandemic recovery. A preliminary review of potential impacts identified two general key areas where the pandemic is accelerating changes in trends that were already emerging before the pandemic:

- Increasing acceptance of remote work by employees and employers, and
- Increasing demand for delivery services rather than traditional shopping trips.

While the above imply a lower demand for transit service, there is also a short-term desire for physical distancing on transit vehicles, and consistent demand for service throughout the day to provide mobility to Calgarians who need and choose to ride transit for a variety of trip purposes.

Future Capital Projects identified in RouteAhead were evaluated using the recovery scenarios to examine risks. A project specific analysis of the potential impact of the pandemic scenarios and key findings for each project are in Attachment 3. General impacts to RouteAhead projects based on the three pandemic recovery scenarios are summarized below:

**1. Rapid Recovery:** The rapid recovery scenario is characterized by a pandemic exit in early 2021, population and job growth remain steady while growth is suburban focused and commuting to downtown experiences a 25 per cent peak reduction. This pandemic recovery scenario generally poses the lowest risk to all RouteAhead projects, due to a relatively lower decline in commuting, and relatively high suburban growth leading to a greater need for transit connections in new communities. In rapid recovery, many customers continue to rely on transit for downtown commuting throughout the week, and transit corridors passing through main streets and those connecting to non-downtown activity centres experience minimal risk.

**2. Increased Crisis:** The increased crisis scenario is characterized by a severe second wave leading to a pandemic exit late 2021, Calgary experiences a population decline followed by slow growth, particularly in suburban communities, and up to a 40 per cent peak commuting reduction to downtown. In general, this scenario poses a greater risk than Rapid Recovery, particularly to projects in suburban areas which may not warrant transit as soon as planned due to population decline and slow growth. Projects along corridors with a downtown commuter focus may also be significantly impacted. Transit serving main streets, industrial areas, and non-downtown activity centres are likely to experience less risk due to large and varied trip demand.

**3. Transformational Change:** This recovery scenario is characterized by a multi-year, multi-wave pandemic, slow and steady population growth, remote work leading to a greater share of growth going to other municipalities in the region, and a 40 per cent reduction in peak commuting to downtown. Projects

along corridors which serve commuters experience the highest risk, while projects serving diverse corridors such as Main Streets, activity centres, and front-line work are less impacted. Some projects in new and developing communities are moderately impacted and may take longer to build out as this scenario assumes slower suburban growth.