COVID-19 Pandemic Scenario Planning and Impact Assessment

April 2020
Scenario thinking can help us prepare for a future that is hard to predict and clarify our readiness for potential impacts.
Two key uncertainties will drive the impact of COVID-19 on our community

**Epidemiological Factors**
- e.g., time until virus suppression; type and duration of public health measures

**Economic Factors**
- e.g., depth and duration of economic impact; recovery trajectory
### Three scenarios are plausible based on current trends and key uncertainties

<table>
<thead>
<tr>
<th>Scenario 1</th>
<th>Scenario 2</th>
<th>Scenario 3</th>
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<tbody>
<tr>
<td><strong>When is the pandemic suppressed?</strong></td>
<td>Spring 2020</td>
<td>Spring 2020, with “second wave” in Fall 2020</td>
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<tr>
<td><strong>When are most public health restrictions lifted?</strong></td>
<td>Spring 2020</td>
<td>Spring 2020 and reintroduced in Fall 2020</td>
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<tr>
<td><strong>What is the potential magnitude of the economic impact?</strong></td>
<td>Worse than 2008 recession (-5% to 10% contraction in provincial GDP in 2020)</td>
<td>Comparable or worse than 1982 recession (-10% to 15% contraction in provincial GDP in 2020)</td>
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<tr>
<td><strong>How long will recovery take?</strong></td>
<td>Fast (e.g., end of 2021)</td>
<td>Slow (e.g., end of 2022)</td>
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Applying the scenarios to assess impacts and identify opportunities

- Scenarios
- Potential impacts and risks in key areas
- Opportunities to improve resiliency
Impact and resiliency analysis focused on four key dimensions

- Social and household impacts
- Economy and business impacts
- Growth and development impacts
- Corporate impacts
Understanding potential impacts through multiple sources and perspectives

- Research, articles and studies
- Key Informant Interviews
- Financial modelling
Local dimensions: potential areas for risk

- **Housing**: nearly half of renters spent over 30% of income on shelter

- **Economy**: high proportion of small businesses and over one-third of labour force in consumer service-based industries

- **Community**: high levels of unemployment and food insecurity, relative to regional average

- **Health**: highest level of chronic breathing conditions in region
Local dimensions: potential areas of strength and resiliency

- **Community**: strong sense of community belonging and connection
- **Access to services**: many services and amenities are close to where we live and accessible by walking, cycling
- **Partnerships**: robust network of partnerships and collaboration in delivery of community-based services
- **Corporate finances**: the City has a robust financial framework with diverse revenue streams and healthy reserves
Potential interventions to increase resiliency

- Project and service prioritization
- Addressing new needs
- Corporate business planning
- New service delivery models
- Information and awareness building
- New partnership models
Next steps

- **End of April**: Complete impact and resiliency analysis
- **Early May**: Report back to City Leadership
Thank you.