

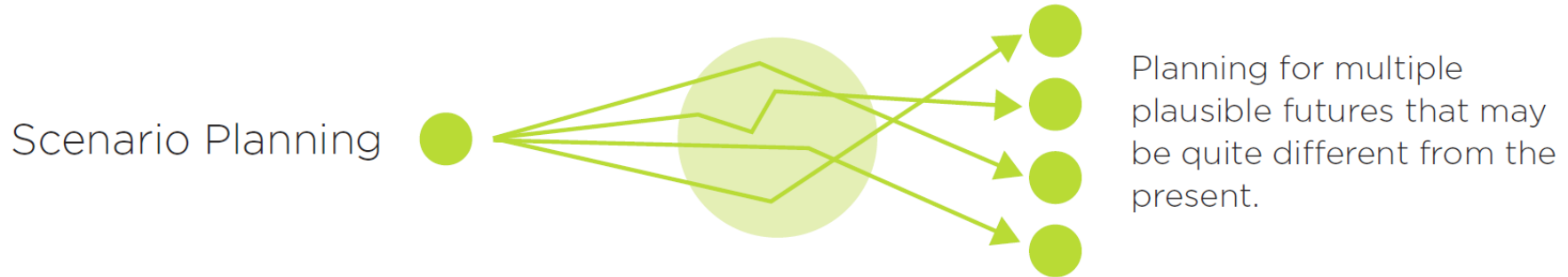


# COVID-19 Pandemic Scenario Planning and Impact Assessment

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

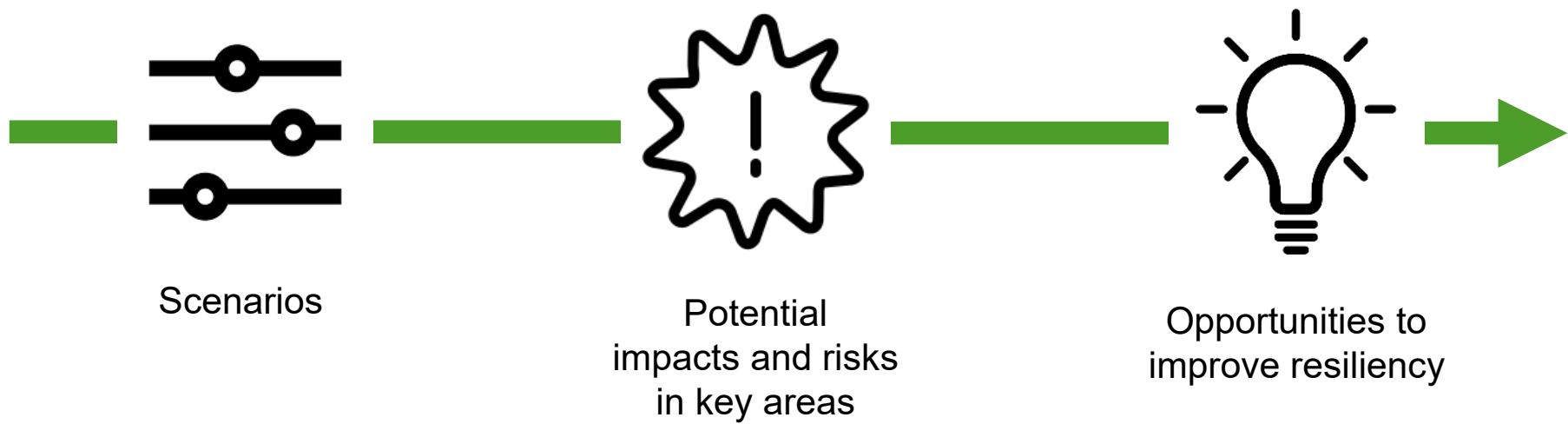
e.g, depth and duration of economic impact; recovery trajectory



# Three scenarios are plausible based on current trends and key uncertainties

	Scenario 1	Scenario 2	Scenario 3
<b>When is the pandemic suppressed?</b>	Spring 2020	Spring 2020, with “second wave” in Fall 2020	Fall 2020
<b>When are most public health restrictions lifted?</b>	Spring 2020	Spring 2020 and re-introduced in Fall 2020	Fall 2020
<b>What is the potential magnitude of the economic impact?</b>	Worse than 2008 recession (-5% to 10% contraction in provincial GDP in 2020)	Comparable or worse than 1982 recession (-10% to 15% contraction in provincial GDP in 2020)	Unprecedented economic contraction (-15% to 20% contraction in provincial GDP in 2020)
<b>How long will recovery take?</b>	Fast (e.g., end of 2021)	Slow (e.g., end of 2022)	Prolonged (e.g., end of 2023 or later)

# Applying the scenarios to assess impacts and identify opportunities





# 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.