



# Nanaimo Economic Development Strategy

Scenario Planning, Economic Development Task Force  
June 18, 2020

# Agenda

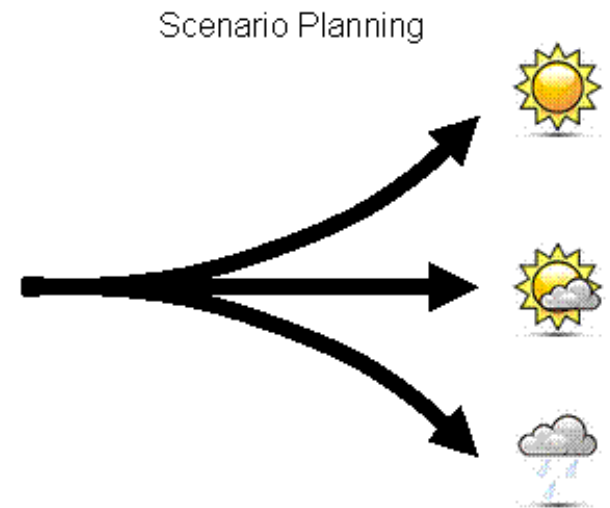
- Welcoming remarks
- Purpose of the session
- Overview of scenarios
- Discussion 1: What are the implications of each scenario for Nanaimo?
- Discussion 2: What should be Nanaimo's strategic responses?
- Closing

# Purpose of the session

- Discuss the implications of three possible covid-related futures
- Discuss potential strategic responses
- Set the groundwork for upcoming planning workshops

# Purpose of Scenario Planning

- To consider how Covid-19 and other forces or trends could play out under different plausible futures
- To better respond or adapt to them by carefully considering the implications of those futures
- To make better decisions in the context of an uncertain future
- Scenario Planning is NOT about predicting the future



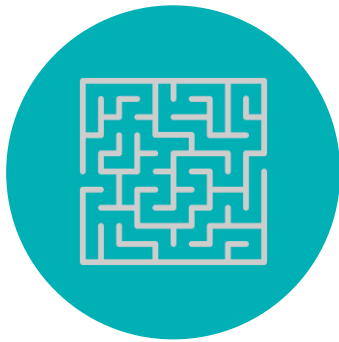
# Scenarios as risk management



# Characteristics of a scenario

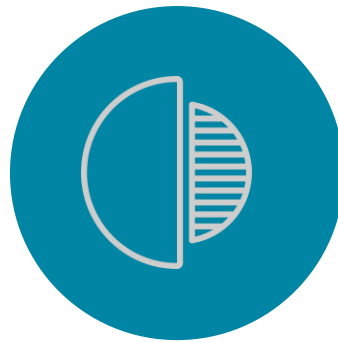
- A specially constructed story about what life will be like under certain assumptions about the future
- Multiple scenarios are typically presented to represent different futures under different assumptions
- Scenarios cause us to challenge deeply held assumptions about how we think the world works
- One bias we have is that the world will continue to work much the same as it has in the recent past

# The scenarios



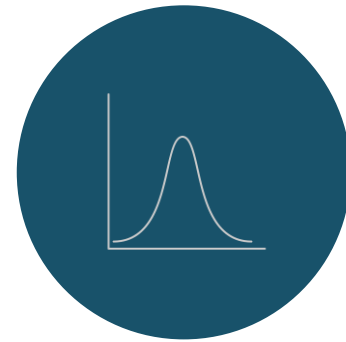
## **Here to Stay**

Covid-19 uncontrolled



## **Muted Recovery**

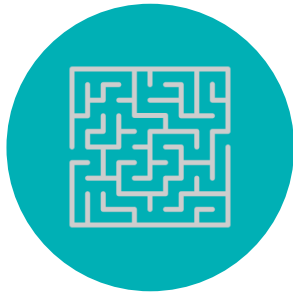
Covid-19 managed



## **Return to "Normal"**

Covid-19 eliminated or controlled

# Scenario 1 – Here to Stay



## Here to Stay

The Covid-19 pandemic continues with limited success in public health strategies. All areas of the economy are affected with some winners such as e-commerce and many losers such as tourism and other service sectors that are onsite critical or primary.

Driving Forces	Description
Covid-19	Broad failure of control and public health interventions
Public Health	Social distancing, no group assembly, restricted travel
Economy	Severe disruptions, business closures, slow growth, long-term structural change, go-local increases
Workforce	Widespread job loss, households focus on necessities, work-at-home trend grows rapidly
Social	Growing income disparities, increased govt interventions, increased social unrest



# Scenario 2 – Muted Recovery

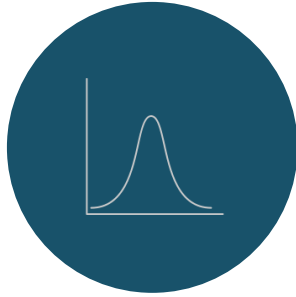


## Muted Recovery

The Covid-19 pandemic is controlled through vaccines and anti-viral treatments and other public health measures. However, the virus continues to mutate and necessitate ongoing mitigation. Many sectors continue to be adversely affected as consumers avoid what they perceive to be high-risk environments and situations.

Driving Forces	Description
Covid-19	Effective response, but ongoing resurgences
Public Health	Fewer restrictions on social distancing, group assembly and travel
Economy	Disrupted supply chains, business closures in tourism and some service sectors, slow long-term growth
Workforce	Widespread job loss in 2020, pent-up demand drives household spending in 2021, work-at-home trend persists, people work fewer hours
Social	People re-orient the way they consume and travel, more likely to support local

# Scenario 3 – Return to “Normal”



The Covid-19 pandemic either disappears or is effectively and permanently controlled. The public health emergency is lifted and there is a return to normal by 2021. Even though there have been short-term business casualties, the economy returns to the growth trend established in 2019.

## Return to “Normal”

Driving Forces	Description
Covid-19	Rapid and effective response
Public Health	Cessation of social distancing, assembly and travel restrictions
Economy	Damage minimized, business and consumer confidence restored, return to long-term growth trend by 2021
Workforce	Job recovery and then growth, households resume spending, work-at-home reduced but still trending, fewer hours worked
Social	People increase trading and sharing, incomes become more equitable

# Discussion 1 - Impacts

- What are the implications for Nanaimo in 5-10 years?
- Consider:
  - **people**, workforce, jobs, training, education, immigration, networking, social capital
  - **place**, land use, infrastructure, transportation
  - **business**, investment, innovation, e-commerce, retail, office, industrial

# How we will work

- Divide into three groups
- Each group will discuss one scenario in detail (30 minutes)
- One person will read aloud the scenario
- One person will be a scribe
- Record discussion on handouts under one of three themes:
  - People
  - Place
  - Business

# Discussion 2 - Response

- What should be our strategic response to ensure economic prosperity in this environment?
  - How do we encourage investment?
  - How do we create sustainable jobs?
  - How do we improve quality of life?

# How we will work

- Participants will form into three groups, one for each theme
- Review theme impacts as a team (5 minutes)
- Write down on the handouts three to five key strategies based on the impacts (30 minutes)
- Report out to plenary (15 minutes)

# Closure

- Next steps
- Questions?