

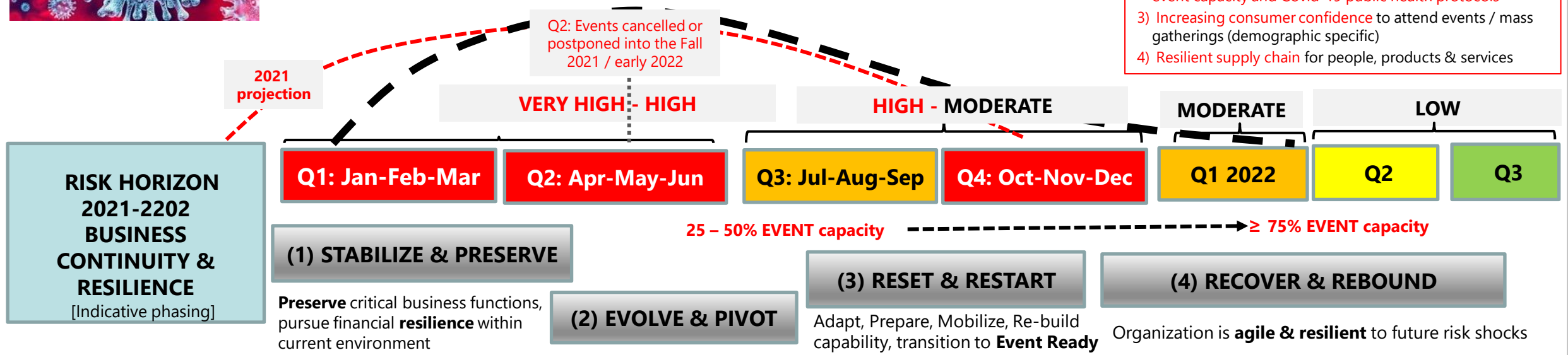
# Covid-19 Event Risk Horizon: Volatile, Ambiguous, Complex & Uncertain

Resilience is the capacity to survive, adapt and flourish in the face of turbulent change and uncertainty  
John Fiksel <sup>1</sup>



**2022 OUTLOOK FOR LARGE EVENTS MASS GATHERINGS.** Cautious but increasing level of confidence that large scale events will return in Summer with approved event capacities > 50% (pre-Covid 19 levels); assuming event organizers meet local public safety & health authorities' requirements for social distancing protocols & enhanced Covid-19 Health & Safety event management plans. Herd immunity & low Covid-19 community transmission rates (including variants) predicted to underpin public health authority pre-conditions for approval of prescribed event capacities going into Q2 (Summer) & Q3 (Fall) events (refer to critical success indicators).

- CRITICAL SUCCESS INDICATORS**
- >75% threshold for herd immunity (vaccination) achieved, rapid testing widely available, low – very low community transmission rates / cases , COVID status certification in place
  - Local public health authorities' easing of restrictions on event capacity and Covid-19 public health protocols
  - Increasing consumer confidence to attend events / mass gatherings (demographic specific)
  - Resilient supply chain for people, products & services



**RISK HORIZON 2021-2202 BUSINESS CONTINUITY & RESILIENCE**  
[Indicative phasing]

**(1) STABILIZE & PRESERVE**  
Preserve critical business functions, pursue financial resilience within current environment

**(2) EVOLVE & PIVOT**  
Evolve & Pivot. Develop assumption-based plans for: (1) best case, (2) optimistic & (3) worst case scenarios

**(3) RESET & RESTART**  
Adapt, Prepare, Mobilize, Re-build capability, transition to **Event Ready**

**(4) RECOVER & REBOUND**  
Organization is **agile & resilient** to future risk shocks

- COVID-19 RISK REGISTER: TOP 5 EVENT ORGANIZER RISKS**
- Local government public health event policies for social distancing, capacity limits, and other pandemic-related regulations severely restricts ability of event organizers to deliver financially sustainable programs
  - Local public health authorities cancel events due to surge of Covid-19 community transmission
  - Postponement of Q1 2022 events to Q2/Q3 2022, increases competition for market share (consumers), and demand for event related resources and services resulting in supply shortages and increased costs
  - Downturn in local & regional economic conditions impacts sponsorships levels and event revenue targets (ticket sales) further delaying post Covid-19 recovery
  - Inability to attract, recruit and retain high caliber event staff and seasonal contractors due to exodus of talent from the industry

1. Fiksel, J. (2015) *Resilient by Design*. London: Island Press.  
 2. Risk level aligned to severity of business disruption to events / likelihood assessment of event organizers achieving their mission objectives.  
 3. KRI 's inform / indicate potential change in risk levels (likelihood & consequence)  
 4. **RISK LEVEL** Based on WHO C-19 risk assessment & CDC guidance: **VERY HIGH** (events banned), **HIGH** (severe restrictions <500), **MODERATE** ( up to 50% capacity - cautiously optimistic) to **LOW** (success more likely than not – no restrictions on capacity)