



Towards a Recovery and Resilience Plan for the Arts Sector in Peterborough

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Executive Summary

As the COVID-19 pandemic continues to affect Peterborough, there is an urgent need to support the short- and medium-term recovery of the arts sector and to ensure it is well positioned for future resiliency. The well-documented, devastating impacts of the pandemic on artists, cultural workers, arts organizations and venues, have also revealed systemic challenges related to how municipalities support their arts communities. The City of Peterborough has a critical opportunity in this catastrophic moment to work together with the sector's stakeholders to take immediate action to support recovery, and to work towards longer-term sustainability and new ways of achieving vibrancy in this arena.

The arts are a vital contributor to the health and well-being of communities across Canada, delivering economic and social benefits that resonate far beyond the arts sector itself. As the pandemic rolls on, resulting in declining revenues, significant job losses and the attrition of arts workers as they shift into different sectors to find less precarious work, these benefits and the public and private investments that created them, are at risk. The sector is also in the midst of addressing long-standing challenges in moving towards racial equity, and delivering actions that meet the needs of Indigenous, Black, and People of Colour (IBPOC) arts and cultural communities, who have been disproportionately impacted by the pandemic.

While some local responses in Peterborough have been positive steps towards supporting the arts sector, there is still more work to do. In this report, EC3 advances a number of recommendations to support recovery and nurture resiliency within the arts community and the broader cultural sector. We have been observing municipal actions and examining municipal plans from across the country and particularly Ontario, paying special attention to how City Hall staff and arm's-length arts councils have cooperated and collaborated, and which program and service models facilitated rapid and effective responses with long-term impact. This report also considers what financial investments have been made elsewhere, how and why.

To ensure the local arts sector can recover quickly in the short- and medium-term, and can build resilience in order to better withstand future shocks in the long-term, there are two broad approaches to consider:

1. **Supporting Recovery:** Specific financial investments to provide support to professional artists, address on-going revenue challenges for arts organizations, help the sector prepare for safe and successful re-opening, and prevent permanent closures and loss.

2. Nurturing Resiliency: Improvements in some of the policies, processes, systems and practices at Peterborough City Hall to strengthen its response to the COVID-19 pandemic and future crises, as well as its ability to support hard-hit sectors in the community.

The remainder of this report provides guiding principles and concrete information about these two approaches, as well as specific recommendations to guide implementation and deliver results. The recommendations are contained in the body of the report and as a stand-alone item in the Appendix.

Introduction – Working Together to Confront the Impacts of COVID-19

The COVID-19 pandemic has devastated the arts community in Peterborough, just as it has done across the country and around the world. Even while the direct effects of the pandemic continue to limit opportunities for artists, cultural workers, organizations, and audiences, and the strength, creativity and ingenuity of the arts communities' response, the sector and its funders must look ahead to consider the best path forward for a strong recovery and long-term sustainability.

In many ways, the pandemic has raised awareness about systemic challenges within the municipal framework that supports the arts sector. It has also pushed the arts community to articulate and advocate for evidence-based solutions, because there is a lack of confidence that current systems can foster recovery and sustainability, while effectively managing risk.

Together, the arts community and our municipal government have a unique opportunity to consider how long-standing practices, policies and procedures can be improved to support recovery and nurture resiliency. We can ensure the community is positioned for success, with the capacity to be proactive in facing new and unknown future challenges and opportunities.

It is generally expected within the arts sector that there won't be a true 'return to normal' for at least three to five years. Decisions made today – about how to support recovery for the arts community and ensure longer-term resiliency in the sector – could resonate in Peterborough for generations.

Background

The arts play an essential role in our society, as a vital part of the social fabric of communities and a major driver of the Canadian economy. This true in Peterborough, where more than 65 arts and culture organizations in every discipline add **more than \$5 million to the local economy** and **create nearly \$100 million in economic spin-offs**. The arts keep our downtown core active and thriving, attract new businesses and professionals looking for an engaging urban experience outside the GTA, and build partnerships that amplify every dollar. We add to our community's vitality, by helping to promote community and individual well-being, particularly in terms of mental health.

These vital benefits are at risk as the pandemic drags on. An EC3 survey of just 26 local arts and culture organizations revealed that by August 31, 2020, the **employment of 309 arts workers**¹ had been negatively impacted by COVID-19, whether because they had been laid-off, had their hours and/or compensation reduced, or because of a deferral of new hires.

A review of Canadian Labour Force Survey data by the Canadian Association for the Performing Arts (CAPACOA) reveals an even more stark picture – **in 2020, one in every four arts workers lost their jobs**. Looking at it another way, artists, technicians, marketing staff, arts administrators and cultural workers experienced a 24.5% drop in employment, with a 36.6% drop in number of hours worked. **Alongside accommodations and food services, the arts, entertainment, and recreation sector has been hardest hit by the pandemic.**² While we may not have Peterborough-specific data to the same extent, anecdotal evidence about the deep and persistent struggles of the sector suggests the same is occurring here.

At the same time as the arts sector has been absorbing these awful losses, other long-standing challenges have urgently come to the fore. During the pandemic, the world woke up to a watershed moment in the struggle for racial equity in the United States, spurred by the Black Lives Matter movement. The Canadian arts community has been forced to examine its own progress (or lack thereof) on this issue, and to publicly recognize that IBPOC (Indigenous, Black, People of Colour) arts and culture communities have been disproportionately affected by the ravages of COVID-19. Recovery and resiliency strategies must also take the needs of these groups into consideration, and build responses and specific actions to address this situation.

Local Response

The Electric City Culture Council (EC3), like many arts councils and arts service organizations across Canada, has been active in advocating to upper levels of government for immediate pandemic financial relief funds and long-term, stable financial support. EC3 and others in the arts community have spent considerable time and effort ensuring the need for and value of financial and other support measures are well-understood by the provincial and federal governments. While the response from these levels of government hasn't been everything the arts community hoped for, it has made a dramatic difference in the ability of the sector to survive and be poised to thrive again.

¹ Employees of arts and culture organizations, as well as self-employed artists and contractors. Study available upon request.

² CAPACOA, "[2020: The Year One in Four Arts Workers Lost Their Job](#)" January 15, 2021.

However, a crisis of this magnitude can only be overcome with support from all levels of government. EC3 and the arts sector in Peterborough is deeply appreciative of the measures introduced by the municipality so far, including the \$40,000 contribution from the City of Peterborough to the Peterborough Arts Alive Fund and the conscientious effort of the City to maintain funding for key arts organizations, including EC3. At this point, with the pandemic continuing to heavily impact the sector, **it is clear that more help is needed.**

While there have been local efforts to create recovery initiatives and plans, including the Mayor's and Warden's Regional Economic Recovery Task Force, Team Peterborough, and the Mayor's Community Recovery and Resilience Task Force, EC3 believes it is critically important to look at the particular needs of the arts and culture sector, which has been widely recognized as one of the areas to be hardest hit by the COVID-19 pandemic.

As a representative for the arts sector on the Mayor's Community Task Force, the Executive Director of EC3 wanted to create this report in order to ensure the Task Force could put forward specific strategies and recommend clear actions to support recovery and resiliency in the arts community.

Recommendations for the Path Forward

To ensure the local arts sector can recover quickly in the short- and medium-term, and can build resilience in order to better withstand future shocks in the long-term, there are two broad approaches to consider:

1. **Supporting Recovery:** Specific financial investments to provide support to professional artists, address on-going revenue challenges for organizations, help the sector prepare for safe and successful re-opening, and prevent permanent closures and loss.
2. **Nurturing Resiliency:** Improvements in some of the policies, processes, and practices at Peterborough City Hall to strengthen its response to the COVID-19 pandemic and future crises, as well as its ability to support hard-hit sectors in the community.

The remainder of this report provides guiding principles and supporting information about these two approaches, as well as recommendations to guide implementation.

Supporting Recovery

A key principle for recovery in the arts community has to be “keeping the doors open” at various venues and organizations. It has taken decades of public and private financial investment, creative commitment, and volunteer labour to build the sector to where it was pre-pandemic. If these venues and organizations are lost now and the trend of arts workers leaving the sector continues, these investments will be wasted, and it may take many more decades to re-build.

Equally important for recovery has to be support for individual artists. There is no point in keeping the doors open for venues and organizations if we don't also support the artists who create the content that will enliven those spaces. Attrition, with creators moving to other cities or into other professions, is a real and ongoing concern.

TO SUPPORT RECOVERY, EC3 MAKES THE FOLLOWING RECOMMENDATIONS:

- 1.1** Create a strategic, special recovery funding program for the arts sector, administered at arm's-length from the City by EC3, focused on putting individual artists back to work in the community, complementing support programs from upper levels of government, while adapting the Public Art Program to fast-track community/neighbourhood-based projects for a fixed period of time;
- 1.2** Pledge to increase funding levels for the Community Investment Grants, Community Project Grants, and Community Service Grants beyond 2021, even if arts applicants are not able to deliver programming as ideally intended due to the longer-term impacts of the pandemic;
- 1.3** Create a program of direct support for individual artists who remain in precarious employment situations due to the long-term impacts of the pandemic to be administered at arm's length by EC3, through peer assessment;
- 1.4** Work with the Community Race Relations Committee of Peterborough, the Nogojiwanong Friendship Centre, and EC3 on targeted funding initiatives and action plans to redress the impacts of the pandemic on BIPOC artists;
- 1.5** Convert rent deferrals to rent waivers and reverse the cuts to property tax deductions for arts venues and organizations with a physical presence in City of Peterborough properties beyond 2021;

- 1.6** Develop a program of support to assess and improve the health and safety of arts venues by evaluating and upgrading HVAC (heating, ventilation, and air conditioning) systems in key venues;
- 1.7** Participate as a partner in a collaborative venture with the Downtown Business Improvement Area, Peterborough & the Kawarthas Economic Development (Tourism), and EC3 to deliver a marketing campaign that will help bring people/audiences “Back to the Arts”;
- 1.8** Join local efforts to advocate to upper levels of governments by writing letters of support for the arts community to the Member of Provincial Parliament and Member of Parliament for Peterborough-Kawartha, encouraging them to extend critical relief funding opportunities, including the Canada Recovery Benefit, Canada Emergency Wage Subsidy, the Canada Emergency Rent Subsidy, and continue the COVID-19 augmentation of funding for Heritage Canada, the Canada Council for the Arts, the Ontario Arts Council, and the Ontario Trillium Foundation in a manner that is accessible to local arts organizations with smaller budgets; and
- 1.9** Encourage Councillors, by providing them with information, to promote and attend arts events, which helps to amplify the value of the work and demonstrate that local leaders care about this sector.

Together, these measures will further strengthen the ability of the people, businesses, and organizations who make up the arts sector to survive until a full re-opening is possible, and they are able to thrive once again. As well, keeping the foundations of the arts sector strong is one of the best things we can do to create the conditions for broad-based post-COVID-19 sustainability and resiliency.

Nurturing Resiliency

Looking forward to the longer-term, there are many lessons to be learned from our collective experiences during the COVID-19 pandemic. While no one in Peterborough could have foreseen the rapid pace of the pandemic in its early days and the swift but devastating impact on so many sectors of our local economy, we can take actions today to improve some of the internal policies and practices at the City of Peterborough to ensure we are better prepared

should another pandemic or similar event come along. Given that scientists continue to warn that future pandemics are a certainty, we have responsibility to act now.³

There are three categories of improvements that EC3 recommends: better use of City Advisory Committees, transferring responsibility for some portions of City granting programs to EC3, and broader policy changes.

Using the City’s Advisory Committees to Harness Community Knowledge, Professional Expertise, and On-The-Ground Experience in Emergency Situations

At the start of the COVID-19 pandemic, municipal governments everywhere had to quickly activate emergency management plans and control groups, in order to respond to the immediate health and safety concerns at their doorsteps. Even after enabling legislative changes, holding Advisory Committee meetings seemed low on the list of priorities. As the City dealt with facility closures, staff lay-offs, and revised Council meeting procedures, the decision to cancel all Advisory Committee meetings may have seemed sensible at the time. However, it revealed and exacerbated a dangerous disconnect in the flow of information back and forth from professional City staff and experts in the community and those experiencing on the ground, day-to-day, impacts.

As we collectively realized the pandemic was going to last much longer than we initially thought, broader conversations began to emerge about the impacts of the pandemic on sectors of the local economy, including the arts sector. At this time, there was a missed opportunity to harness the knowledge and experience of community members who populate City Advisory Committees, including the Arts, Culture, and Heritage Advisory Committee (ACHAC). Some Committee members bring deep cross-sectoral and cross-jurisdictional connections, expert understanding of the sector, and specialist knowledge of the needs of different disciplines and kinds of organizations within the arts sector.

There is no doubt that City staff are best positioned to provide advice and recommendations to Council and/or the Emergency Management Control Group on matters such as rent deferrals, tax breaks, health and safety procedures, and municipal facility management. As the conversation necessarily shifted to broader measures to support survival and long-term sustainability, Advisory Committee members can provide a key link to the experiences and needs of community members from the ground level, share information about activities and experiences in other municipalities and jurisdictions, and work together with staff to ensure

³ Victoria Gill, “Coronavirus: This is not the last pandemic” BBC. June 2, 2020. <https://www.bbc.com/news/science-environment-52775386>

actions taken by the City are responsive to sector needs and are well-received in the community. In a time when assets are in short supply, we need to harness this information and expertise in order to benefit the entire community.

The relationship between Advisory Committees and Peterborough City Hall, particularly in times of crisis, could take its cues from the best aspects of our Canadian federation. When the relationship between the federal government and the provincial governments is at its best, it means all partners are committed to cooperation, communication, and collaboration, as well as to the division of responsibilities and labour in order to provide the best outcomes to the populations being served. In much the same way, Advisory Committees can help ease some of the burden that currently rests on City staff.

As noted in the article “Cities Adapt to the New Reality” for First Policy Response, a project of Ryerson University, certain principles could help guide cities in their continued response and recovery planning activities, including ensuring that responses and plans are locally driven and informed. The authors share that:

“In every community, residents and local leaders from across sectors are stepping up and responding with imagination, empathy and resourcefulness. They are also identifying critical gaps and the need for better solutions. The answers are coming from the ground level: businesses, faith groups, neighbourhood associations, non-profits, arts and culture organizations, and community members. In fact, many responses from local governments —from crowdsourcing aid, and online platforms for sharing information, to different forms of financial and social support for the most vulnerable — have been inspired and informed directly by community-based efforts. **These efforts for cities to work with, support and resource civic actors closest to the community should deepen to continue to build civic resilience.**”⁴

**TO NURTURE RESILIENCY THROUGH THE CITY’S ADVISORY COMMITTEES, EC3
MAKES THE FOLLOWING RECOMMENDATIONS:**

- 2.1 Make it a priority to call emergency meetings of Municipal Advisory Committees when a crisis arises. Such meetings would not require the usual agenda process, but rather could focus on the emergency at hand, and be a more open dialogue about community needs and experiences;

⁴ André Côté and Selena Zhang, “Cities Adapt to the New Reality” First Policy Response. April 21, 2020. <https://policyresponse.ca/cities-adapt-to-the-new-reality/>

- 2.2 Create of a regular schedule of update meetings, with similarly high-level, open-ended agendas (thus relieving the pressure on staff to populate agendas and/or deliver written reports);
- 2.3 Use Advisory Committees as a conduit for information and data between community organizations, community members, City staff, emergency task forces, and Council;
- 2.4 Create a separate Emergency Community Committee, with representation from each of the Advisory Committees, that could quickly swing into action upon an emergency declaration;

Broadly speaking, Advisory Committees exist to provide input and guidance on the provision of municipal services and programs for our community. By working together, Advisory Committees can build on the strengths and expertise of City staff and Council members, and help the City of Peterborough to strengthen future responses to emergency situations.

Transferring Responsibility for the Arts and Culture portion of Community Investment and Project Grants to Enable a Rapid Response

With the emergency response to COVID-19 taking a heavy toll on the workloads of City staff, heightened by the need to reduce staffing levels and implement temporary lay-offs, there was an understandable lack of capacity to address certain established City programs with an existing calendar of application intake. At the same time, in those early days, what the arts and culture sector needed most was clarity and certainty about funding levels and granting decisions, particularly with the Community Investment, Service and Project Grants.

EC3 strongly believes it is important to ensure that critical funding programs like the grants are able to be delivered on more rapid timelines, based on community need. Having an arms-length agency deliver the grants would allow the programs to pivot, innovate, and respond to urgent community needs. Such agencies can triage community needs and prioritize from within the grant budget, and serve as a vessel to ensure municipal funds can get out to the community quickly, without further burdening staff.

Other municipalities, including London, Kingston, and Toronto, have been successful with shifting the responsibility for certain municipal arts and culture grants to their municipal arts councils. In Peterborough, the benefits of emulating these model approaches, and having EC3 administer program applications and granting process for the arts and culture portion of the grants could include:

- ✓ Using the professional capacity and expertise housed within EC3 to relieve pressure on City staff to deliver a full grant application and award process during emergency situations, like the COVID-19 pandemic;
- ✓ The ability of arms-length agencies to be nimble, rapid, responsive, and innovative with the delivery of grant program dollars, including adjusting the program to meet urgent and emergent needs in the sector (including administering special funds such as a program of support for individual artists who were not eligible for other emergency response funding);
- ✓ The ability of EC3 to solicit and raise additional dollars for grants from the community and external, non-municipal granting organizations;
- ✓ A commitment by EC3 to operate at the highest standards of transparency with both City Hall and the community, and ensure the City of Peterborough retains credit for the important funding the program provides; and
- ✓ Bringing broader knowledge of national and international best practices to the policies and protocols used for the granting program, particularly during a crisis situation.

TO NURTURE RESILIENCY THROUGH CITY GRANTING PROGRAMS, EC3 MAKES THE FOLLOWING RECOMMENDATION:

- 2.5 Transfer responsibility for the arts and culture portion of the City's Community Investment and Community Project Grant Programs to EC3;

By implementing this recommendation, there is a real opportunity for the City relieve itself of the resource-heavy administrative burden of delivering the arts and culture portion of the community grants, while reaping the benefits already known in other municipalities across Ontario.

Broader Policy Actions to Foster Longer-Term Sustainability for the Arts Community

Some additional measures to help nurture resiliency in the sector can be found by considering how emergency funding was delivered during the pandemic, in proposals previously made to the City by EC3, and in poverty-reduction actions taken by other municipalities.

Through 2020, as governments at all levels responded to the pandemic, emergency funding for individuals and sectors was primarily delivered based on need. Programs like CERB ensured that many of those who could no longer work or who were laid off had an income floor to rely on, while funding for community organizations such as those who qualified for the Emergency

Community Support Fund attempted to address more vulnerable sectors. Although the devastating impacts of the pandemic on the arts community were clear from very early on, it took some time for dollars to reach the sector. The City of Peterborough could help ensure that the vulnerability of the sector and the precarious nature of work in the community is recognized much sooner during any future such emergencies.

In 2019, EC3 responded to the City of Peterborough's draft Official Plan Update⁵ and made a number of recommendations that would help foster the conditions for the arts sector and arts community members to thrive. As the cost of housing has risen dramatically during the pandemic and development activities have significantly scaled up, it is critically important that the City proactively preserves, protects, and helps secure affordable living spaces for artists, as well as arts production and exhibition spaces. Remedies to gentrification could have reduced some of the negative impacts of COVID-19 on the arts community, but there is still an opportunity to act to reduce future such impacts.

In 2015, [Kingston City Council became the first Canadian municipality to endorse a Basic Income Guarantee](#)⁶, with a unanimous vote for a motion that called for a national discussion of the idea and its implementation for all Canadians. The motion was distributed to all municipalities in Ontario, with a request to endorse the initiative. The EC3 Board has issued a similar endorsement, alongside [75,000 Canadian artists](#)⁷, as we believe the time has come to guarantee an income floor to anyone in need.

TO NURTURE RESILIENCY THROUGH BROADER POLICY ACTIONS, EC3 MAKES THE FOLLOWING RECOMMENDATIONS:

- 2.6 Pass a motion to recognize artists and arts organizations as vulnerable populations, worthy of emergency financial assistance in future emergencies;
- 2.7 Review the EC3 Response to the City of Peterborough DRAFT Official Plan Update and seriously consider implementation of the recommendations that would mitigate the negative impacts of gentrification for the arts community and strengthen the sector from a planning perspective so that it would be more resilient in the future; and

⁵ EC3. "EC3 Response to the City of Peterborough DRAFT Official Plan Update" September 30, 2019. <http://www.echthree.org/wp-content/uploads/2020/03/EC3-Response-to-CityPtbo-Official-Plan.pdf>

⁶ Paul Schliesmann, "Kingston Council the First to Endorse Guaranteed Income" The Kingston Whig Standard. December 18, 2015. <https://www.thewhig.com/2015/12/18/kingston-council-first-to-endorse-guaranteed-income>

⁷ "Arts Organizations and Individuals Who Support Basic Income" Ontario Basic Income Network. https://www.obin.ca/arts_organizations_and_individuals_who_support_basic_income

- 2.8 Endorse a Basic Income Guarantee for all Canadians in need.
- 2.9 Undertake a thorough review of the ACH Division's response to the pandemic when it is over to advance future preparedness and risk management.

These additional measures will help further strengthen the ability of the sector to be better prepared for future emergency situations.

Conclusion – Partnering to Support the Arts in Peterborough

Taken together, the recommendations made in this report outline a path forward for the City of Peterborough, as well as for the broader arts sector. By partnering together – on immediate financial measures, through better use of Advisory Committees, by shifting arts and culture granting responsibilities, and with broader policy measures – the City and EC3 can help deliver the kind of responsible, sustainable, long-term recovery and resilience that will see the arts sector continue to thrive for generations to come.

Appendix – Recommendations for Recovery and Resiliency

Recommendations for Supporting Recovery

- 1.1 Create a strategic, special recovery funding program for the arts sector, administered at arm's-length from the City by EC3, focused on putting individual artists back to work in the community, complementing support programs from upper levels of government, while adapting the Public Art Program to fast-track community/neighbourhood-based projects for a fixed period of time;
- 1.2 Pledge to increase funding levels for the Community Investment Grants, Community Project Grants, and Community Service Grants beyond 2021, even if arts applicants are not able to deliver programming as ideally intended due to the longer-term impacts of the pandemic;
- 1.3 Create a program of direct support for individual artists who remain in precarious employment situations due to the long-term impacts of the pandemic to be administered at arm's length by EC3, through peer assessment;
- 1.4 Work with the Community Race Relations Committee of Peterborough, the Nogojiwanong Friendship Centre, and EC3 on targeted funding initiatives and action plans to redress the impacts of the pandemic on BIPOC artists;
- 1.5 Convert rent deferrals to rent waivers and reverse the cuts to property tax deductions for arts venues and organizations with a physical presence in City of Peterborough properties beyond 2021;
- 1.6 Develop a program of support to assess and improve the health and safety of arts venues by evaluating and upgrading HVAC (heating, ventilation, and air conditioning) systems in key venues;
- 1.7 Participate as a partner in a collaborative venture with the Downtown Business Improvement Area, Peterborough & the Kawarthas Economic Development (Tourism), and EC3 to deliver a marketing campaign that will help bring people/audiences "Back to the Arts";
- 1.8 Join local efforts to advocate to upper levels of governments by writing letters of support for the arts community to the Member of Provincial Parliament and Member of

Parliament for Peterborough-Kawartha, encouraging them to extend critical relief funding opportunities, including the Canada Recovery Benefit, Canada Emergency Wage Subsidy, the Canada Emergency Rent Subsidy, and continue the COVID-19 augmentation of funding for Heritage Canada, the Canada Council for the Arts, the Ontario Arts Council, and the Ontario Trillium Foundation in a manner that is accessible to local arts organizations with smaller budgets; and

- 1.9 Encourage Councillors, by providing them with information, to promote and attend arts events, which helps to amplify the value of the work and demonstrate that local leaders care about this sector.

Recommendations for Nurturing Resiliency

- 2.1 Make it a priority to call emergency meetings of Municipal Advisory Committees when a crisis arises. Such meetings would not require the usual agenda process, but rather could focus on the emergency at hand, and be a more open dialogue about community needs and experiences;
- 2.2 Create of a regular schedule of update meetings, with similarly high-level, open-ended agendas (thus relieving the pressure on staff to populate agendas and/or deliver written reports);
- 2.3 Use Advisory Committees as a conduit for information and data between community organizations, community members, City staff, emergency task forces, and Council;
- 2.4 Create a separate Emergency Community Committee, with representation from each of the Advisory Committees, that could quickly swing into action upon an emergency declaration;
- 2.5 Transfer responsibility for the arts and culture portion of the City's Community Investment and Community Project Grant Programs to EC3;
- 2.6 Pass a motion to recognize artists and arts organizations as vulnerable populations, worthy of emergency financial assistance in future emergencies;
- 2.7 Review the EC3 Response to the City of Peterborough DRAFT Official Plan Update and seriously consider implementation of the recommendations that would mitigate the negative impacts of gentrification for the arts community and strengthen the sector from a planning perspective so that it would be more resilient in the future; and

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- 2.8 Endorse a Basic Income Guarantee for all Canadians in need.
- 2.9 Undertake a thorough review of the ACH Division's response to the pandemic when it is over to advance future preparedness and risk management.