REPORTS

Item No. 3   Anti-Racism Week Report

WINNIPEG PUBLIC SERVICE RECOMMENDATION:

1. That this report be received as information.
ADMINISTRATIVE REPORT

Title: Anti-Racism Week Report

Critical Path: Human Rights Committee of Council

AUTHORIZATION

<table>
<thead>
<tr>
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EXECUTIVE SUMMARY

Between March 21 and March 27, 2021, the City of Winnipeg hosted its inaugural Anti-Racism Week. Using a co-creation model, the Public Service and seven community partner agencies worked together over the course of seven months, to design, plan, and implement this initiative. The goal of Anti-Racism Week was to build awareness and help address racism within the City of Winnipeg. However, this week alone will not resolve the problematic and systemic issues that exist within the City, including its systems, collective agreements, behaviours and policies. Continued action is needed in the months and years ahead to address the issue of racism and create a City and Public Service that is safe for all staff and residents. This report provides a general summary of the events and key themes heard throughout the week, and outlines the next steps needed to move forward.

RECOMMENDATIONS

1. That this report be received as information.

REASON FOR THE REPORT

Between March 21 and March 27 2021, the City of Winnipeg hosted its inaugural Anti-Racism Week. This report provides a general summary of the events and key themes heard throughout the week, and outlines some next steps.

IMPLICATIONS OF THE RECOMMENDATIONS

There are no implications to receiving this report as information.

HISTORY/DISCUSSION

In February 2020, City Council adopted the Newcomer Welcome and Inclusion Policy and Framework. Within this document one of the key strategic pillars is to be a City without Racism.
In May of 2020, the murder of George Floyd, a 46-year-old Black man who was killed during an arrest by the Minneapolis Police, sparked anti-racism protests around the world decrying systemic racism faced by First Nations, the Métis Nation, Inuit, Black, Racialized and Religious Minorities. This included protests in Winnipeg led by Justice4BlackLivesWinnipeg. Partly in response to this, in July 2020, Council approved a series of anti-racism initiatives to combat systemic racism, including the launch of a city-wide Anti-Racism Week with community partners and fast tracking mandatory anti-racism training for all City staff.

Although there has been a recent increase in efforts by the elected officials and the Public Service to address the issue of racism, the City has a history of involvement in this area. In the early 2000’s the City created a Race Relations unit which led a series of anti-racism initiatives both internally and externally, including an overall analysis of racism in the City. In 2007, the City became an active member of the Canadian Coalition of Municipalities Against Racism and Discrimination (CMARD), and still maintains a seat at the renamed Coalition of Inclusive Municipalities. In 2010, the City of Winnipeg’s’ Citizen Equity Committee developed an Action Plan, aimed at eliminating racism, discrimination and hate crime in Winnipeg with three commitments, including:

1. Increase appreciation and respect for all cultures through public education & awareness.
2. Build community capacity to inform and support individuals who experience racism.
3. Support reporting and response systems to monitor racism and use as a basis for action.

However, in the subsequent years leading up to 2020, the City had seen a decrease in momentum toward leading and supporting anti-racism initiatives, linked in part to limited staffing and resources needed to complete this work. However, with the support elected officials and the membership of Human Rights Committee of Council, as well as strong internal leadership from the Department of Community Services and the Human Resources Department, a renewed focus and energy has been placed on equity, diversity, human rights, inclusion and anti-racism.

Most recently this includes: the hiring of a new Equity, Diversity and Inclusion Coordinator within the Human Resources Department, and the 2019 creation of the Community Development Division in the Community Services Department. Throughout the 2020 year, the Community Development Division of Community Services has played an important role in the development and implementation of public and social policies such as the Newcomer Welcome and Inclusion Policy and Framework, the Poverty Reduction Strategy, the upcoming Equity Diversity & Inclusion Strategy & Framework, and the City’s inaugural Anti-Racism Week. These activities have re-energized momentum across the Public Service regarding anti-racism initiatives.

**ANTI-RACISM WEEK OVERVIEW**

**Terminology**

Many different terminologies can be used when one speaks about groups impacted by prejudice and racism. There is power in language, and there is a need to be thoughtful about choosing the words that is used. In addition to this, individuals need to have the agency to choose the language that they prefer and identify with. For the City’s Anti-Racism Week activities, members of the Anti-Racism Week Working Group agreed to use the terms ‘First Nations, Metis, Inuit, Black, Racialized and Religious Minorities’ to describe the groups who most often face individual and systemic racism in Winnipeg. This terminology was selected as a preferred alternative to other terms such as Black, Indigenous, People of Colour (BIPOC) or visible minority.
Theme and Objectives
The theme chosen for the week was: “What would Winnipeg look like without racism?”. This theme was integral in shaping the events and conversations that took place during the week. Linked to this theme were four overall objectives that included:

1. To engage all Winnipeggers to discuss, reflect, and learn about their power, privilege and role in dismantling racism.
2. To listen to the voices of community members and partners about their experiences of individual and systemic racism.
3. To demonstrate a long-term commitment for the City of Winnipeg to create a City Without Racism by creating an Equity office in the HR Department and developing an Equity, Diversity and Inclusion Strategy and Policy that includes concrete programs and practices toward a representative workforce.
4. To raise awareness and educate Winnipegger’s on racism and anti-oppression, including focused training and awareness building on these themes for the City of Winnipeg Public Service.

Partnerships
As outlined above, the City used a co-creation model, that included the Public Service and seven community partner agencies who worked together to design, plan, and implement Anti-Racism Week. The partners included:

- Immigration Partnership Winnipeg
- The Winnipeg Chamber of Commerce
- Treaty Relations Commission of Manitoba
- Black History Manitoba
- The Manitoba Association of Rights and Liberties
- The Human Rights Hub
- Elmwood Community Resource Centre

Four other community partners that were essential to the development of this week also include:

- Rotary Club of Winnipeg
- Manitoba College of Social Workers
- Ethno-cultural Council of Manitoba
- Reseau Immigration Francophone (RIF)

In addition, the Public Service worked with an Indigenous knowledge keeper, Clayton Sandy, who played a significant role in the design and implementation of the week, providing wisdom and guidance, as well as taking part in numerous events as a presenter, facilitator, storyteller and providing opening and closing prayers.

Structure
Over the course of seven months from September 2020 to April 2021, eight committees were established to plan and deliver Anti-Racism week (membership is attached as Appendix 1). As outlined in Figure 1 below, this included a Steering Committee, a Working group, and five sub-committees focused on: Communications; Internal Staff Training; Long-Term Commitments; City Voices; and Community Outreach and Engagement. Using a co-creation model, over 40 individuals actively participated in these groups from the Public Service and as well as community partners. Included below is a description of each of these groups.
Figure 1: Anti-Racism Week Committee Structure

Steering Committee
The steering committee met 10 times over the course of seven months and was responsible for providing guidance and direction for the week. The steering committee was comprised of representatives from newcomer and Indigenous organizations, the business community, an Indigenous knowledge keeper and various City departments including the Office of the CAO, the Mayor’s Office, Community Services, Human Resources, Customer Service and Communications, and the Winnipeg Police Service.

Working Group
The working group was responsible for the planning and implementation of Anti-Racism Week. This group met 10 times over the course of seven months with representation from various Public Service departments including: Community Services (Community Development, Libraries, Recreation, Community By-law Enforcement Services), Indigenous Relations Division, Human Resources, Customer Service and Communications, and the Winnipeg Police Service. The group also included two representatives from the Human Rights Committee of Council, representatives from the Provincial and Federal government and a range of community partners.

Sub-Committees
The five sub-committees noted above were tasked with the planning and execution of all Anti-Racism week activities. The sub-committees were comprised primarily of members from the Working Group with additional ad-hoc support as needed based on the work of the committee.

Launch Working Group
Outside of the committees that made up the formal structure noted above, a Launch working group was also struct near the event date. This group was responsible for coordinating the Anti-Racism Week launch event which went live on-line on Sunday, March 21st, 2021, kicking off the week on the International Day for the Elimination of Racism Discrimination. The launch was pre-
taped with several guest speakers and performers presenting from the Canadian Museum for Human Rights on Sunday March 7, 2021.

**Anti-Racism Week Budget**
In order to organize and deliver Anti-Racism week, the City identified a budget of $125,000 to cover the total cost of all events, trainings, and initiatives. This budget was funded from one-time 2021 operational savings in the Community Services Department, made available due to Public Health Order mandates to close recreation and library facilities. The total cost to deliver Anti-Racism week between March 21 and 27 was $77,808, excluding staff time. As outlined in greater detail below, the remaining variance of $47,192 will be used to plan and deliver Fall Anti-Racism events, intended to be a continuation of the activities, trainings, and programs undertaken in March 2021.

**EVENTS AND TRAINING**

**Overview**
In total, the Anti-Racism Week sub-committees organized 20 unique events and training sessions, including 12 internal staff training events and eight public facing events with over 1,000 individual participants. Community partner organizations for Anti-Racism Week, such as the Rotary Club of Winnipeg and the Manitoba College of Social Workers, hosted an additional six events that were part of the Anti-Racism week event calendar. Additionally, a youth voices video on the theme of ‘What does Winnipeg look like without racism’ was created by youth filmmakers through Just TV found here https://www.youtube.com/watch?v=L8l15NPM448.

In addition to the core community partners, the City worked collaboratively with many other external stakeholders from across Winnipeg including Indigenous organizations, youth serving agencies, seniors’ groups, service clubs, ethno-cultural groups and educational institutions in the planning, promotion and execution of the week’s activities. This engagement was essential as it empowered other organizations across the City to not only get involved in Anti-Racism Week events, but also the opportunity to do their own anti-racism initiatives in conjunction with the week.

**Launch Event & Pre-Launch Blessing**
The Treaty Relations Commission of Manitoba generously planned an intimate pre-launch blessing, which included a pipe and water ceremony led by Indigenous elders which was held in the Mayor’s Foyer.

The launch event, hosted at the Canadian Museum for Human Rights, went live to the public through the City’s Facebook page and YouTube channel on Sunday, March 21, 2021 at 2pm. It can be viewed at https://www.youtube.com/watch?v=Oy55goJsMJA. As noted above, this date and time was selected in commemoration of the International Day for the Elimination of Racial Discrimination. The launch event included intergenerational and diverse speakers from many different communities across Manitoba. Hue Productions was commissioned to produce the launch event. The launch was pre-taped with a number of speakers and performers arriving at the Canadian Museum for Human Rights on Sunday, March 7, 2021 for their engagements while respecting COVID-19 public health regulations. The launch video was viewed by 955 unique viewers as of March 31, 2021. Complete information on the Launch event is outlined in Appendix 2, the “Launch Event Program”.


Trainings, Consultations, Dialogues and Events

As outlined in Figure 2 below, there was a total of 12 internal staff training events aimed at engaging and educating the Public Service. The Manitoba Association of Rights and Liberties (MARL) were responsible for designing and delivering six Anti-Racism Cafés, with one dedicated for racialized peoples. The Anti-Racism Cafés aimed to introduce participants to key concepts and ideas related to anti-racism. The sessions included a description of different levels of racism in society and examples of different types of interpersonal racism. Facilitated by educators from diverse cultural and religious backgrounds, the cafés provided an opportunity for participants to discuss and ask questions about racism in the Winnipeg context. These sessions were designed as an introduction to anti-racism and to provide a foundation for further training.

Full day, mandatory anti-racism education sessions were held for senior public servants, as well as Mayor and Council during Anti-Racism Week. With a focus on systemic racism, these trainings were led by Laurelle Harris from Equitable Solutions, with modules presented by Stacey Soldier and Dr. Delia Douglas.

The Indigenous Relations Division led Indigenous Spring Equinox Teachings, and the Treaty Relations Commission of Manitoba delivered an introduction to Treaties that included three panelists exploring the historical and contemporary significance of Treaties for the Public Service. The Reseau Immigration Francophone graciously led the ‘Atelier sure le racisme’ for all francophone staff within the Public Service.

Finally, the Anti-Racism City Voices Panel discussion, attended by nearly 300 City staff, was a forum where four City of Winnipeg staff shared their experiences of racism candidly with their colleagues. A full report on this session is included as Appendix 3, City Voices Panel Summary Report.

Figure 2: Internal staff training events

<table>
<thead>
<tr>
<th>Course Title</th>
<th>Date</th>
<th>Participants</th>
</tr>
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<tbody>
<tr>
<td>Anti-Racism Education (City Council)</td>
<td>3/22/2021</td>
<td>20</td>
</tr>
<tr>
<td>Indigenous - Spring Equinox Teachings</td>
<td>3/22/2021</td>
<td>75</td>
</tr>
<tr>
<td>Indigenous - Treaties-Virtual</td>
<td>3/22/2021</td>
<td>108</td>
</tr>
<tr>
<td>Anti-Racism Cafés</td>
<td>3/23/2021</td>
<td>24</td>
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<td>Anti-Racism Cafés</td>
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<td>Anti-Racism Cafés</td>
<td>3/24/2021</td>
<td>26</td>
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<tr>
<td>Anti-Racism Café for Racialized PPL</td>
<td>3/24/2021</td>
<td>25</td>
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<tr>
<td>Anti-Racism Education (Senior Management Team)</td>
<td>3/24/2021</td>
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<td>Anti-Racism Cafés</td>
<td>3/25/2021</td>
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<td>Anti-Racism Cafés</td>
<td>3/25/2021</td>
<td>26</td>
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<tr>
<td>Anti-Racism City Voices Panel</td>
<td>3/26/2021</td>
<td>249</td>
</tr>
<tr>
<td>Atelier sure le racisme</td>
<td>3/26/2021</td>
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As outlined in the chart above, over 600 Public Service members engaged in internal staff trainings. On average 85% of all available training spots were taken by staff seeking to participate. Of those registered, there was a 100% attendance rate for Anti-Racism Cafés facilitated by the Manitoba Association of Rights and Liberties. Many sessions had waiting lists. This data underlines the real and significant interest that individual members of the Public
Service have in becoming engaged and educated in anti-racism at work, and in the communities where they live.

In addition to internal staff training, there was a total of eight virtual public-facing events including trainings, sharing circles, consultations, dialogues, virtual art-builds, and panel discussions that engaged a broad range of audiences including youth, seniors and the general public. These events varied in capacity as some were designed to be intimate such as the ‘How do YOU take action on diversity’ sharing circle, while others were more open and interactive such as the ‘A conversation on anti-racism with youth’ which brought together more than 13 youth organizations and over 75 youth from across the city to discuss their experiences and possible solutions to systemic racism. A select group of youth from this session were later invited to share their reflections and experiences on a Zoom call with Mayor Brian Bowman. Local artists Hassaan Ashraf and Annie Beach led a virtual kite build where the artists’ put together 75 kite-making kits available to the public for pickup at Millennium Library. All kits were picked up quickly by community participants. Taken together, over 1,300 participants attended public facing events during Anti-Racism Week. A full listing of all the events is included as Appendix 4, Anti-Racism Week Calendar of Events.

COMMUNICATIONS

Public Awareness Campaign
A city-wide public awareness campaign was developed to promote Anti-Racism Week and to share the message of working together for a ‘Winnipeg without racism’. Included below is a list of the awareness building tools that were used:

- Bus and billboard ads
  - Bilingual billboards spread across Winnipeg
- Lawn Signs:
  - 2200 printed, distributed through 18 libraries
  - 98% uptake on lawn signs
- Website [https://winnipeg.ca/interhom/anti-racism-week/default.stm](https://winnipeg.ca/interhom/anti-racism-week/default.stm)
  - 9,259 total views to the website in March 2021
  - 7,966 unique views to the website in March 2021
  - Average time on page 3:57 minutes in March 2021, in comparison the average time spent by a user on the City of Winnipeg website is 2:08 minutes
- Media
  - Various radio, television and print interviews in both French and English. Print media featured key spokespeople from the City and community partners.
  - Social media posts (Winnipeg Public Library, Facebook Ads)
  - Promotional ads in community newspapers
  - JustTV produced a short film for Anti-Racism Week. Posted on the City of Winnipeg’s Youtube Channel, this video has over 900 views at the time this report was created.
- Internal communications
  - City of Winnipeg internal communications including: Our City, Our stories: Articles, and a video documenting City of Winnipeg Transit staff’s experience of racism within the Public Service and within the community.
LONGTERM COMMITMENT

In the early phases of planning for Anti-Racism week, it was acknowledged that in order to truly begin the process of eliminating all forms of racism in Winnipeg, the City needed to not only acknowledge that racism exists within the City and the Public Service, but that concrete long-term actions were needed to address racism. As outlined above, the long-term commitment sub-committee was formed to bring forward meaningful and tangible solutions in combatting systemic racism.

The long-term commitment sub-committee, co-chaired by the Human Resources Department and the Community Services Department, analyzed strategic and measurable actions that the Public Service could leverage. On April 29, 2021, the outcome of these discussions led to Council directing the Public Service to undertake several key initiatives (with the assistance of community partners) to increase the equity, diversity, and inclusivity in the City of Winnipeg (Appendix 5). These could include, but are not limited to:

• Develop an Equity, Diversity and Inclusion Policy and Strategy for Council’s consideration outlining steps that will be taken to increase the equity, diversity and inclusivity of the City’s workforce
• Create an Equity and Diversity Division, reporting to the City’s Director of Human Resources, with a focus on hiring employees from diverse backgrounds who self-declare in one of the equity groups
• Implement recruitment practices focused on preferred hiring in designated positions
• Develop bridging employment programs for employment equity groups
• The creation of departmental specific equity strategies
• Develop equity leadership development programs, learning series for civic employees, and the creation of employee resource groups
• Create an annual reporting process which provides progress updates on the effectiveness of steps being taken to increase the diversity of the City’s workforce

WHAT WAS LEARNED

Based on the trainings and opportunities for dialogue that occurred during Anti-Racism Week, a number of learnings took place related to key considerations that are needed in order for Winnipeg to move forward in its journey to become a city without racism. In particular, two key areas of learning are highlighted below:

Youth Perspective

Listening and recognizing the voices of young people is vital for a thriving society. Providing a space where youth can be recognized as an integral part in improving society empowers them not only to be the future leaders, but introduces them to the power of civic engagement. For this reason, it was critical to hear youth voices during Anti-Racism Week.

Winnipeg’s young people from First Nations, Inuit, Métis Nation, Black, Racialized and Religious minorities are repeatedly subject to both explicit and covert racism. In the two focused sessions on youth noted above, youth representatives spoke of their harrowing personal experiences of racism. Overwhelmingly, the youth perspective identified experiences of racism they faced within the education system; including the lack of consequences of perpetrators of racism and the overall inaction of school administration city-wide. Some correlated these experiences as a deterrence to seek higher education, or to pursue their education more seriously.
Based on the youth session, it is evident that more is required to build relationships amongst First Nations, Metis, Black, Racialized and Religious minorities. There is a desire for opportunities for young people across Winnipeg to share and learn from one another and to build bridges between communities. As one youth said:

“I feel like racism is a mentality, it’s something not born with us, we learn things in life but we shouldn’t learn of discriminating people’s colors, race, religion, ethnicity; it’s taught at a young age as people don’t just do it, if they do it’s just ignorance”.

**Internal Staff Training**

Throughout the 12 internal staff training events, the Public Service shared their visions of what Winnipeg would look like as a city without racism and the possible changes they would like to see. A prevalent theme was that racism, whether overt, covert, or implicit, does exist within the Public Service and across Winnipeg, and that all the ways in which racism is expressed (implicit bias, micro-aggressions, racial profiling, direct discrimination), have a profound impact on those who experience it on a regular basis.

Through the conversations that took place, Public Service staff affirmed that racism exists in City workplaces. This point was emphasized by the Mayor who also acknowledged the existence of systemic racism in the City and the organization. Participants taking part in the training sessions acknowledged a need for the Public Service to consider how racism may enter their own work and lives. When interacting with the public, with colleagues, and within communities, there is a need to identify and act against instances, structures and systems that uphold racism and discrimination. One of the panelists who took part in the City Voices session acknowledged this, stating:

“If you see injustice, take actions. If you see hate, speak out. If you see people being abused, attacked, please stand up, help and support them. Do not be silent. Because our silence is complicity”.

A second key learning taken from Anti-Racism week is the importance of allyship, and where the City has fallen short as an ally. Some participants in the training sessions identified that in the past the City and Public Service did not follow words with actions. This type of “performative allyship” will fall short in combatting systemic racism. Staff participating in the training sessions noted that Anti-Racism week needs to lead to real outcomes, and a commitment to long-term actions that will bring us beyond the short-term activities of Anti-Racism Week.

It was clear based on both the uptake of the sessions, as well as the feedback shared in the small group discussions and staff evaluations, City staff are engaged and ready for additional anti-racism and anti-oppression training. The Public Service expressed a desire to engage in new training opportunities that provide a more in-depth analysis and discussion in the areas of equity, diversity, and inclusion. In addition, there have been many instances where part-time and seasonal staff have not had the opportunity to take part in training opportunities. In the future, staff identified a desire to see more equitable distribution of opportunities to participate in training. To understand the viewpoint of City staff that identify as an equity group member, the Public Service will have focus groups (in partnership with the University of Manitoba) to understand their experience. Further, in 2022, all City of Winnipeg staff will be provided an Equity, Diversity and Inclusion culture survey to further assist their journey to understand, improve, and act against racism and discrimination.
Anti-Racism Week has shown that the Public Service is interested in continuing this discussion and learning about both what the City of Winnipeg as an organization can do, and what City staff as individuals can do to make a difference. In addition, the need for senior leaders of the Public Service to hear the first-hand experiences of staff who are First Nations, Inuit, Metis, Black, Racialized and Religious Minorities was highlighted repeatedly. There is an important role for City leadership to inform themselves by listening to and empowering these voices when making decisions that will impact staff.

Even with the long journey ahead, there was a general feeling of hope when members of the Public Service were asked the question ‘What would Winnipeg look like without racism?’. As so clearly stated by one of the Anti-Racism City Voices panelists who said:

“The City of Winnipeg without racism would exist when every single person feels welcomed, included, valued, respected in everything that they do and everywhere they live, work and play.”

The Public Service will continue to work together toward this aspirational, and overdue, goal.

**MOVING FORWARD**

Initially it was planned that Spring Events would take place as a continuation of Anti-Racism Week from May 31, 2021-June 5, 2021. This additional timeframe was added in the hopes that in-person events would be permitted. However, due to ongoing COVID-19 pandemic, and the resulting Public Health restrictions, events have been postponed to the fall of 2021.

In addition to the fall events, the City of Winnipeg is committed to continuing to work toward a City without Racism in the following ways:

- Continue to work collaboratively with community organizations and stakeholder to address complex social issues like racism
- Continue to lead and implement the actions in the Newcomer Welcome and Inclusion Policy and Framework
- Added the new Federal Holiday - September 30 annually recognizing the Day of Truth & Reconciliation at the City of Winnipeg under the collective agreements.
- Move forward the March 23 motion of the HRCC for the development of an Equity, Diversity and Inclusion strategy with the goal of having a representative workforce through tangible programs, practices, and department specific initiatives aimed at increasing the number of people employed at the City that identify as Indigenous persons, Racialized persons, Female, Persons with disabilities, New Comer, and LBGTQ2+.

The Public Service would like to thank all of those individuals, both City staff and community partners, who dedicated significant time, energy, passion, knowledge and support to the development and successful delivery of the City of Winnipeg’s first ever Anti-Racism Week 2021. Only by working together can Winnipeggers end racism in our city.
Financial Impact Statement

Project Name:
Anti Racism Week Report

COMMENTS:

There is no financial implication resulting from the recommendation to receive the report as information.

Original signed by K. Lemoine
Kelly Lemoine, CPA, CA
Manager, Finance and Administrative Services
Community Services Department
CONSULTATION

This Report has been prepared in consultation with:

- Indigenous Relations Division
- Human Resource Services

OURWINNIPEG POLICY ALIGNMENT

03 QUALITY OF LIFE

03-1 Opportunity

Direction 7: Develop community-directed strategies to support quality of life for our growing communities of international newcomers.

Enabling Strategies:

- Use recreation and leisure, library, arts & culture and other Civic services to address social and recreational needs within our growing ethno-cultural communities, working in partnership with community organizations, residents and other levels of government.
- Work collaboratively to identify and address barriers to service for newcomers.
- Maintain and share community demographic information as a strategic planning tool.
- In partnership with other service providers, promote initiatives to socially engage newcomers and to invite newcomers to participate in opportunities in their communities and throughout the city.

WINNIPEG CLIMATE ACTION PLAN ALIGNMENT

Not Applicable

SUBMITTED BY

Department: Community Services
Division: Community Development
Prepared by: Noelle DePape, Gololcha Boru
Date: August 20, 2021
File No: CMS-2021-10
**Attachments:**

Appendix 1: List of Anti-Racism Week Committee Members

Appendix 2: Launch Event Program

Appendix 3: City Voices Panel Summary Report

Appendix 4: Anti-Racism Week Calendar of Events

Appendix 5: Council, April 29, 2021, EPC Item No. 5.