



August 9, 2021

Mr. Steve Vlachodimos, City Clerk & Senior Manager of Council Services  
The Corporation of the City of Windsor  
350 City Hall Square West  
Windsor, ON N9A 6S1

**RE: Request for inclusion of agenda item on Diversity Committee agenda**

Dear Mr. Vlachodimos,

The Governance Committee of the Windsor Utilities Commission (“WUC”) convened a meeting on March 31, 2021 of which an agenda item dealt with the topic of Board of Director evaluations and recruitment. An excerpt from this report is attached at Appendix A to this correspondence.

WUC’s Governance Committee recommended that ENWIN Utilities Ltd. Management “bring forward diversity goals within the recruitment process for review with the City of Windsor Diversity Committee, subject to discussion with the City Clerk, and that any further recommendations [from the City’s Diversity Committee] be brought back to the Commission”.

I am hereby requesting that the proposed Board of Director recruitment considerations outlined in the correspondence attached be included as an agenda item at the next meeting of the City’s Diversity Committee, and that the results of the Diversity Committee’s review be communicated to myself, for furtherance to WUC’s Governance Committee and Board of Commissioners.

I look forward to your confirmation of the date of this proposed agenda item.

Please contact me if you have any questions about this submission.

Sincerely,

ENWIN Utilities Ltd.

A handwritten signature in black ink, appearing to read "Paul Gleason", is written over a light blue horizontal line.

Paul Gleason  
Vice President Customer Care & Corporate Operations; Corporate Secretary

Cc: Ms. Helga Reidel, President & CEO, ENWIN Utilities Ltd.  
Ms. Shelby Askin Hager, City Solicitor and Corporate Leader, Public Safety and Economic Development, City of Windsor.



Councillor/Commissioner Kieran McKenzie, Chair, Windsor Utilities Commission Governance Committee.

Mayor Drew Dilkens, Chair, Windsor Utilities Commission.

Attachments (1):

**Appendix A:** Excerpt from committee and board report titled "Director Evaluation and Director Recruitment"



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**Equity, Diversity and Inclusion**

In 2020, the Windsor Canada Utilities Ltd. (“WCU”) Board of Directors approved the establishment of a joint ad hoc Nominating Committee (“NC”). In its terms of reference, the purpose of the NC is to “identify and evaluate potential candidates for appointment as Directors to the Boards of WCU and its subsidiaries”.

Windsor Utilities Commission (“WUC”), as a deemed municipal services board under the *Municipal Act*, has its Commissioners appointed by City Council via the convening of a Striking Committee for this purpose. This typically occurs following each municipal election cycle, and Commissioners are normally appointed for the full term of Council, although Commissioners serve at the pleasure of Council and can be replaced at any time by a resolution of Council.

Prior to the 2018 election cycle, management was asked by the Boards of Directors including WUC to undertake a recruitment process including WUC and to recommend qualified candidates to the nominating committee of City Council. Now that the committees are struck it is expected that this process, will be conducted and/or overseen by the NC of WCU and the Governance Committee of WUC in future cycles.

Either the NC and WUC, or the City Clerk could request that ENWIN management undertake a recruitment process to solicit interested and qualified candidates for board vacancies, either for one of the corporate entities, or WUC. In the case that management is requested to do this activity, it should consider EDI in its board recruitment process in the same way that it does for staff recruitment.

Management would undertake a multifaceted approach to director recruitment to ensure that conscious and unconscious bias does not inadvertently result in qualified candidates being overlooked. These tactics would include the following:

- Development of tool (i.e. checklist) to review postings through a diversity lens before vacancies are communicated externally
- Advertise vacant director opportunities with community partners who represent a variety of cultural groups, races, genders and abilities



- Continue to publicly commit to and promote ENWIN’s diversity initiatives (i.e. diversity statement included on all external postings)
- Subject to the availability of appropriate software, utilize “blind” recruitment techniques, for example, redacting certain data from submitted applications to remove unconscious bias by the application screening panel
- Ensure diversity in members of application screening panels
- Continue to use a competency-based approach to rank applicants, specific to each Board’s requirements