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As we say farewell to the year 2020 (and good riddance), and enter the year 2021, it is a good time to revisit our good memories of the past year.

Although we have not been able to attend general meetings in person since March 2020, the program committee has done an outstanding job of making the most of a bad situation. The member profiles and "Guess Who" segments have been amazing, have created a vehicle by which we are learning about each other, and have kept the club engaged in our Zoom general meetings.

We were able to celebrate the holiday season with a Zoom party, which I enjoyed immensely, and which I am certain was enjoyed by all those who were able to attend. A special thanks to our membership chair, Dian K., for her dedication in ensuring milestone anniversaries were celebrated by the club, and for her engaging presentation at the Christmas party. The party was a wonderful way to celebrate the season and to show COVID that CFUW Brantford will not be deterred from having a good time.

Interest group chairs have been creative in keeping members in touch with one another. Sandra H. has done an amazing job with the Newsletter, which in these times has become even more important in keeping us connected.

Two Ad Hoc committees have been formed this year, the Ad Hoc committee on Long Term Care, and the Ad Hoc committee on future directions for CFUW Brantford for 2020-2022. Both are chaired and "womanned" by dedicated members who are passionate about these issues.

I would like to take this opportunity to thank the members of the executive and rotating presidency for all their hard work and dedication to the club during what has been a trying and challenging year, both technologically, logistically, and in terms of the serious issues which have been, and continue to be addressed, including those being tackled by the Ad Hoc committees.

I also wish to thank all our members for their patience as we have engaged in a collective learning curve in coping with COVID. I celebrate the dedication of our members to CFUW Brantford, our mandate, and their generosity to others during

these trying times, as most recently evidenced by our club's donation to Nova Vita.

As president for the month of December 2020, I wish you all a Happy New Year and look forward to the adventures that await us all in 2021. I now pass the torch to Brenda M., president for January 2021.

Respectfully, Betsy C.

December Christmas Zoom Party



Who would have guessed that a Zoom General meeting could give us a chance to socialize that lifted our spirits and made us feel that Christmas was really coming? Congratulations to Lynn

H., Brenda M., Anne M., Lin F., Dian K., Janet R. and our President for December, Betsy C. for making our Christmas Social special. Even though 47 members participated, everyone felt included.

In lieu of our annual Trivia Night, several Christmas trivia quizzes got our brains working and our laughter started.

Lin F. honoured Joan H. with a presentation on her life journey so far. Anne M. did a Guess Who? presentation on 8 members. Diane K. shared her presentation of certificates to long serving members.

The following poem was shared by Lynn H. What a recap of our Covid-19 experience and expression of hope for the future!

'Twas a Week before Christmas - by SHAWNA HICKLING

'Twas a week before Christmas, and all through the town,
 People wore masks, that covered their frown.
 The frown had begun way back in the spring,
 When a global pandemic changed everything.
 They called it corona, it brought with it fear,
 It didn't bring good time. It didn't bring cheer.
 Contagious and deadly, this virus spread fast,
 Like a wildfire that starts when fueled by gas.

'Twas a Month before Christmas - continued

Airplanes were grounded, travel was banned,
Borders were closed 'cross air, sea and land.
As the world entered lockdown to flatten the curve,
The economy halted, and folks lost their verve.
From March to July, we rode the first wave,
People stayed home, they tried to behave.
When summer emerged the lockdown was lifted,
But away from caution, many folks drifted.
Now it's December and cases are spiking,
Wave two has arrived, much to our disliking.
Frontline workers... doctors and nurses,
Try to save people...from riding in hearses.
This virus is awful, this Covid-19,
There isn't a cure, but there is a vaccine.
It's true that this year has had sadness a-plenty,
We'll never forget the year - twenty-twenty.
And just 'round the corner - the holiday season,
But why be merry? Is there even one reason?
To decorate the house and put up the tree,
When no one will see it, no-one but me?
But outside my window the snow gently falls,
And I think to myself, let's deck the halls!
So, I gather the ribbon, the garland and bows,
As I play those old carols, my happiness grows.
Christmas is **NOT** cancelled, and neither is hope.
If we lean on each other, I know we can cope!

NEWS FROM ONTARIO COUNCIL:

CFUW Ontario Council, in recognition of the hardships clubs have faced in 2020, and will continue to face due to the affects of the COVID crisis on fundraising, membership numbers, and individual members, is charging member clubs half the annual dues for the 2021-2022 budgetary year, making the fee \$3.50 per individual member, which includes fees for director and commercial general liability coverage.

Ontario council has forwarded a letter to the minister of Long Term Care urging the reintroduction of unannounced annual inspections for all LTC facilities in Ontario

EDUCATIONAL OPPORTUNITIES:

UWC Toronto is hosting two Zoom events in January 2021. On January 11, 2021 at 7pm, a screening of Lunatic, A Documentary by Ian Evans, about his account from Elora, Ontario, and his adventures in stepping outside his comfort zone.

On January 18, 2021 at 4pm will be a talk by Brian Levine, Executive Director of the Glenn Gould Foundation, on Glenn Gould: The making of a Canadian Legend.

To register for either event, send an e-mail to info@uwctoronto.ca Save the date of February 27, 2021 for the next installment of the Ontario Council Speakers series.

DIALOGUE SESSIONS WITH CFUW NATIONAL:

For those who wish to participate in these sessions to discuss GWI per capita dues you can register for January 28, 2021 at 7pm or January 30, 2021 at 12 (both eastern) by clicking the link in the December 17, 2020 club action newsletter,

IMPORTANT DATES FOR WINTER 2021:

1. Resolutions: January 15- submit draft resolution; February 15- resolutions to clubs.

CFUW Ad Hoc Committee, Future Directions for CFUW Brantford 2020-22

CFUW National acknowledged our letter of concern and it was reviewed by the Board in November. We have been in discussion with the National Executive Director and President, and other clubs who are wrestling with the same issues of CFUW financial viability. The Ad Hoc Committee was heartened to learn that after extensive legal and legislative consultation, the Board passed a Motion to allow Clubs to opt out of the GWI per capita dues calculation beginning with the 2022 GWI dues. At the Executive Meeting on Wednesday, January 13th, the following Motion was passed:

[Moved by Lin Fines and seconded by Anne Martin that notwithstanding Article 4 \(joint membership\) and Bylaw 4.1 \(one class of membership\) and in accordance with Article 4.2 \(membership aligned with National\), it is proposed that CFUW Brantford opt out of the GWI per capita dues calculation beginning with the 2022 GWI dues.](#)

This Motion will be brought to your attention at the General Meeting (Zoom) on January 27th.

How to make an informed vote:

Read the two letters of concern that your Executive has directed to CFUW National through its Ad Hoc Committee. (see Appendix A, Second Letter of Concern)

Attend one of the following Dialogue Sessions offered by CFUW National to discuss the GWI Per Capita Dues motion

[Thursday, January 28, 2021 at 7:00 p.m. eastern.](#)

[Saturday, January 30, 2021 at 12:00 p.m. eastern.](#)

Registrants will receive a package of information for the Dialogue Sessions a few days before the sessions.



The Ad Hoc Committee will offer an opportunity for you to explore the issue in a Zoom meeting in February, and again at the February General Meeting. It will then be put to a vote by Survey Monkey after the General Meeting in February. It must be passed by a two thirds majority because paying GWI dues is imbedded in our current constitution.

This vote will be required for us to respond as a club to National's survey scheduled for March, which will ask clubs to opt in or opt out of paying GWI dues. (continued on page 3)

AD HOC COMMITTEES

CFUW Ad Hoc Committee, Future Directions for CFUW Brantford 2020-22 (continued)

The Ad Hoc Committee's view of current CFUW LEADERSHIP: CFUW National President, Kathryn Wilkinson, has made four strong statements about CFUW Board of Directors being responsible to find a means of moving past the divide re: GWI, underscoring their fiduciary duty of care to CFUW, their responsibility for financial well-being of CFUW and their obligation to act in the best interests of the corporation. Kathryn also explicitly stated that GWI supporters did not raise funds to address the gap between funds owing and funds approved - and that CFUW had paid the balance owing out of Reserve funds - and in caps stated **"CFUW cannot continue to accumulate deficits in GWI dues."** CFUW National drew down almost \$100,000 between 2012-2017 to pay GWI fees that were in excess of what they had collected in dues from CFUW clubs across Canada. Since 2017, some of the additional costs have been 'forgiven' by GWI through the MOU (Memorandum of Understanding), the purpose of which was to address the financial drain on CFUW, and many concerns about the operation and financial accounting of GWI. We know that the Board has sought input from governmental agencies and independent legal experts in corporate/not-for-profit legislation and law regarding how to deal with GWI in their constitution.

It is implied but not explicitly stated that the a Motion to remove Article 4 will be presented by the Articles and Bylaws Committee at the AGM. We have asked for assurance that Article 4 is being addressed at the National level and not left to individual clubs again.

CONCLUSION: We are pleased with the steps taken at CFUW National. We believe there are a number of steps to be taken regarding finances and GWI before we understand how CFUW will stand in 2022 and beyond, and these are the issues that the Ad Hoc Committee will continue to work on with CFUW National and other clubs across Canada.

Submitted by
Lin Fines, Chair; Jane Binkley, Joan Hadley, Patti Kunashko, Nora Leung, Brenda Malvern, Norah O'Leary

Notes:

- * The article in the Expositor on our 75th Anniversary has resulted in prospective new members.
- * Tax receipts will be sent to you in the mail.
- * If you are interested in joining the Articles and Bylaws Committee please contact Janet R.

CFUW Ad Hoc Advisory Committee on LTC Update:

The CFUW Brantford Ad Hoc Advisory Committee on LTC has been supporting the efforts of CARP. Ottawa's Advocacy Committee in bringing about change to the Ontario Long Term Care Homes. Members of CARP Ottawa's Advocacy Working Group on Long-Term Care presented to the Independent Long Term Care COVID-19 Commission on November 26th, 2020. The presentation was about 40 min in length and while there were fewer questions asked by the Commissioners than we liked, we have forwarded more information to them regarding Innovative Models of Care and the excellent results of very few if any COVID-19 cases and deaths in these Homes in the first wave. There are now 11 LTC Homes in Ontario that are adopting an Innovative Model of care with the 2 Municipal Homes in Ottawa bringing forward a motion to their Council in 2021 regarding adoption of an Innovative Model of Care.

You will also know that CARP National is calling for the resignation of Minister Fullerton. This position of CARP does not alter the fact that the National organization is supportive of the efforts of the CARP Advocacy Committee on transformative culture change in LTC Homes. The national policy staff member actually helped put the Brief together before it was sent to the IC!

We are now waiting on an announcement from the Ontario Government regarding staffing issues. We hope that the government will be announcing 4 hours of direct care a day for each resident of a LTC home, with funding attached, to begin soon if not now. While they have said that this staffing is what will happen by 2025, deaths are occurring now. We can only hope that funding will also be announced for this year to support increased staff! Thank-you to those who have emailed our MPP, Will Bouma, City Councillors, and Premier Ford on this issue. I have learned that we never really know what effect we have on others and sometimes the results can be surprising!

As of January 5, 2021 :

- CARP National has over 4600 names signed on their petition for the firing of Minister Fullerton.
- CARP Ottawa has since sent 3 documents to the Independent Commission for their information. They have sent another email with details on the success of Primacare and its homes implementing the Butterfly model for Long Term Care in having very few COVID-19 cases.
- The Region of Peel is moving forward to implement the Butterfly model in several of its Long Term Care Homes.
- The Toronto Star has published several articles and editorials supporting positive change for Long Term Care Homes, such as: <https://www.thestar.com/opinion/editorials/2020/12/30/enough-is-enough-we-demand-change-to-the-inhumane-tragedy-playing-out-in-ontarios-long-term-care-homes.html>

Marg E. and Sandra H.

Interest Groups:

Monday Night Book Club: The group zoomed to share their responses to various books, articles and TV documentaries on the topic of Ruth Bader Ginsberg. The discussion was lively as we shared our ideas about a remarkable woman's life.

The next zoom meeting will be on Monday, January 18th, to discuss *The Book of Longings* by Sue Monk Kidd.

The Thursday Night Book Club:

In January, the Thursday Book Club read *AKIN* by Emma Donoghue. This novel is about a retired professor and his 11 year old great nephew, thrown together by circumstances neither would have chosen. As they experience a pilgrimage trip to Nice, we see the relationship between people of two different generations develop. They discover that they are kin by blood, but also more alike by interest and nature than they realized. This experienced author has given us a well-crafted, delightful read that we would recommend.

The Bridge Group: The first Monday of the new year saw the continuation of the online Bridge games. Participating were Rhynda B., Bev G., Dian K., Brenda M., Anne M., Marla M., Catherine S., and Barb S. Thanks to Dian K. and Anne M. for setting the table and recording the scores. See you next month on the first day of February.

The Walking Group: The walking group met on Tuesday, January 5th. A group of 10 women had a nice winter walk before deciding to suspend their group walks until further notice.



As part of the 16 Days of Activism and to help build our understanding of issues related to gender-based violence and human

rights issues, CFUW Brantford members came together on December 6 to watch the CBC Documentary *In Search of a Perfect World* (2018). This was an informative video about how much of the UN Declaration on Human Rights has been implemented in 52 years. Sixteen members attended and we had a lively discussion about the status of human rights in the world and in Canada. The good news is that many more people are cognizant of their rights; the bad news is, obviously, we have a long way to go to guarantee those rights, even in Canada.

The CFUW Etobicoke is committed to the power of women working together. Please help support our 7th Annual **Stop The Violence Breakfast** which will be held virtually via Zoom on Wednesday, February 10th, 2021. We're delighted to present author and professor Dr. Wendy Cukier who will speak on "**Women, Men and Guns: What Needs to be Done?**". Tickets are \$25 and all proceeds will support Women's Habitat. To register visit our website at www.cfuwetobicoke.ca/stop-the-violence-breakfast/

Thank you for your support. We look forward to receiving your registration. Gail Rutherford, CFUW Etobicoke Breakfast Chair

75th Anniversary Expositor Article



Carol K., Janet R.,
Brenda M., Lynn H.

Thankyou to Carol K. for her work on the article and to David H. for the photography.

Thanks to Michelle Ruby for meeting with us on Zoom and writing such a wonderful article. CFUW means so much to its members and we are happy to be celebrating 75 years of advocating for and supporting women locally, nationally, and internationally. You can read the article at

[University Women's Club celebrates its 75th anniversary / Brantford Expositor](#)

Beware of Lockdown Fever!!

Everyone PLEASE be careful because people are becoming stressed from being locked down at home!

I was just talking about this **with the microwave and the toaster** while drinking my coffee, and we all agreed that things are getting bad.

I didn't mention any of this **to the washing machine**, because she puts a different spin on EVERYTHING!

Certainly, I couldn't share **with the fridge**, because he's been acting cold and distant!

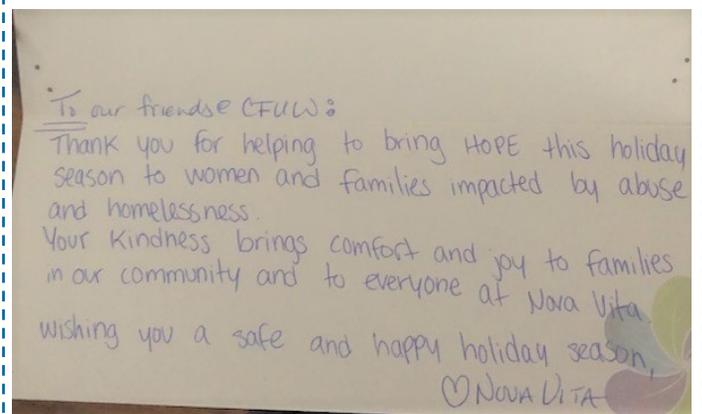
In the end, **the iron** straightened me out! She said the situation isn't all that pressing and all the wrinkles will soon get ironed out!

The vacuum, however, was very unsympathetic - told me to just 'suck it up buttercup'!

But the fan was VERY optimistic and gave me hope that it will eventually all blow over!

You can just about guess what the **curtains** told me: they told me to 'pull myself together'! We will survive!! Stay safe and well. Rhynda B.

Nova Vita Thank You Note



2020 –2021 EXECUTIVE

PRESIDENT IN NAME:

- Janet Rubas

PAST PRESIDENT:

- Brenda Malvern

ROTATING PRESIDENTIAL TEAM:

- Elizabeth Capitano
- Lin Fines
- Lynn Haylock
- Brenda Malvern
- Anne Martin
- Diane Morgan
- Dian Kuzyk

SECRETARY: Gay Henley

TREASURER: Mieke Schroeder

STANDING COMMITTEE CHAIRS:

- Advocacy:** Betsy Capitano
- Communications:** Sandra Hughes
- Interest Groups:** Jane Binkley
- Membership:** Dian Kuzyk
- Program:** Anne Martin
- Scholarship:** Naomi Kral
- Social:** Lynn Haylock



75th Anniversary - Calling All Treasure Hunters!

Just a reminder that we will be centralizing our 'treasures' from the last seventy-five years. Eight Members participated in a Zoom meeting on January 12th to discuss the Archive Project. Mieke S. shared what had been done in 2018 when she, Janet R., Rhynda B. and Bev G. addressed what could be stored in Dropbox, a virtual filing system that stores records 'in the cloud' and can be accessed and updated by designated CFUW Brantford Members. Our group decided to focus on three areas:

- Membership Records (Dian K., Mieke S., Pat C.),
- Advocacy (Nora F. re Politics/Campaign School, Carol K. re advocacy over the 75 years)
- Significant Lives (Carol K., Jane B.)

Bev G. volunteers at the Museum and will provide us with information about our storage bins there, and some alternatives for preserving our records, such as scanning. If you have any information, records, photos, etc relative to the three areas that we are currently focusing our attention, please contact me or one of the members who are working on the area. Our next Zoom meeting is scheduled for Feb. 12th at 2:30 pm. Lin F.

All the best to Roma M. as she recovers from hip surgery!



Our condolences to Marsha S., whose mother, Dorothy Forchuk, passed away on December 18th, 2020 in her 86th year.

Our condolences go out to the family and friends of Angie Esders, former member of CFUW Brantford. Angie passed away on December 28.



General Meeting:

January 27, 2021

Zoom Meeting Starts at 7:00 p.m.

75th Anniversary Celebration

Thursday, September 30, 2021

Brantford Golf & Country Club

Mark your calendars

and

keep your fingers crossed

Details later...but there will be cake!!

It will be wonderful to get together!



Dynamic Women Can Make a Difference

Appendix A: Second Letter of Concern

TO: CFUW Board of Directors, President, and Executive Director
FROM: CFUW Brantford Ad Hoc Committee, Future Directions 2020-22
on behalf of The Executive, CFUW Brantford
DATE: November 24th, 2020

Please consider this document the second letter of concern that CFUW Brantford is directing to CFUW National.

Pages 3 to 5 contain our concerns and requests/recommendations. We hope you will take a moment to read our preamble - Pages One and Two - in order to understand 'where we are coming from' and 'what has prompted us' to send this letter to you.

First, may we begin with setting the tone for this communication:

CFUW Brantford is a club that is celebrating its 75th anniversary this year. We care deeply about CFUW, and want to support you during this challenging time. We see ourselves as allies, and do NOT want to be seen as critical of CFUW - rather that we are sounding an alarm to shed light on our concerns, with the hope that you will address our concerns. Some of our members are experts in business, accounting, communications, and strategic thinking, and one or two have said that they "will do anything" to help CFUW heal from the GWI divide, address CFUW National financial challenges, and help CFUW become the strong, independent, national organization that we depend on for advocacy, resolutions, education, and relationships across Canada and throughout the world.

Second, we would like to express our Club's reasons for staying in CFUW:

We see ourselves as allies - loyal members - of CFUW. We have a proud history with CFUW that goes back 75 years. Our members - to a person - support CFUW, want to remain members, and 98% are concerned about the future of CFUW based on financial challenges and the divide over GWI. We wish to stay connected with a national organization that lobbies for the rights, freedoms, and education of women and girls nationally and internationally. We feel the best future for our Club is to remain part of CFUW. We are an aging group of women, and we rely on our national affiliation for advocacy and education. One example is that our MPP and MP are anti-abortion. They advocate for pro-life and participate in marches. It is possible that they will initiate or support legislation to restrict the rights of women and girls over their own bodies and their freedom of choice. We rely on a larger community of women to advocate with us to protect our rights. Another example is that our Ad Hoc Committee on Long Term Care is affiliated with CARP and RTO and working with Ontario Council and CFUW to lobby the Ontario Government and the Federal Government for legislation, a new model of care, policies and programs that will address the vulnerable state/quality of care that our seniors experience in long term care facilities.

Third, we would like to introduce our Ad Hoc Committee:

In February, 2020, as Covid-19 began to emerge as a pandemic, our Executive had a serious look at CFUW's projections - that the unrestricted reserves would be mostly depleted by 2021-22, leaving CFUW without the financial capacity to continue. We struck an Ad Hoc Committee to determine what this would mean for CFUW Brantford, what our alternatives would be, how we would protect our Scholarship Charitable Trust, and to make recommendations to the Executive after doing a thorough investigation. On our Ad Hoc Committee are members who have expertise in banking, accounting, audit, mathematics, administration, education, and public service. We have members who are relatively new to CFUW, and two who are long-time members, one of whom is second generation CFUW Brantford, with her mother being one of the founding members. Our Ad Hoc Committee's analysis of CFUW Financials identified GWI as a key drain. We therefore chose to focus on GWI, and began interviewing a few clubs in Ontario that either supported or were critical of GWI to try and understand the complex relationship between CFUW and GWI. This led one of our members to participate on the Mediation Working Group.

What emerged from our collective research was the realization that many clubs feel that the focus at CFUW National has been on fixing the financials and operations of GWI *at the expense of* CFUW. At the grassroots level - clubs across Canada - the focus seems to be on whether or not GWI is a 'good organization' instead of on the need to right the relationship with GWI, remove external organizations from the CFUW constitution, and address the financial strain that has resulted from having GWI imbedded in our Articles and Bylaws.

Fourth, we posit possible reasons for the current state of disgruntlement:

We think that it is possible that the CFUW Board is acting on all the recommendations from the Mediation Working Group, and working their very hardest to rectify CFUW's financial situation, build a strategic plan and operational review - and likely feeling very frustrated by the criticism and continual negative feedback from clubs across Canada.

We speculate that the issue is a discrepancy between your BEING in control and BEING SEEN to be in control. We wonder if CFUW has a credibility problem that is the result of the perceived lack of leadership over the past several years relative to righting CFUW's Articles and Bylaws, and the perceived focus on GWI to the detriment of CFUW.

It appears that the divide between clubs is the result of differing views about the efficacy, credibility, and trust-worthiness of GWI, and that people have become entrenched in pro or con positions. We posit that this divide has arisen because of the perception that CFUW National is 'pro GWI' to the detriment of CFUW. We further posit that individual clubs have been left to try to get GWI removed from CFUW Articles and Bylaws by attacking GWI, instead of focusing on the issue of how inappropriate it is to have an organization - any organization - imbedded in our constitution when we have such limited control over their decisions and operations. We believe that individual clubs such as St Thomas, Winnipeg, and Guelph have been trying to solve a problem by attacking GWI, and that this problem would have been more effectively dealt with at the National level by focusing on righting the relationship/removing Article 4.

We strongly recommend that this issue of removing Article 4 be addressed in the immediate future, perhaps by a strong statement from experts such as legal advisors, mediator, articles and bylaws committee, etc, - and resolved by Special General Meeting before the May 1st deadline for dues, rather than waiting until the 2021 AGM, when we anticipate that many clubs will not have paid their dues because of the relationship with GWI has not been addressed.

Pages 3 to 5 contain our concerns and recommendations. We have talked with some clubs in Ontario and some of the twenty-eight clubs that signed the Guelph Motion. We have invested a few hundred hours of work to understand the issues facing CFUW, and figure out how CFUW Brantford can survive and thrive in the long-run - with or - worst case scenario - without CFUW.

CONCERN: FINANCIAL VIABILITY OF CFUW

It appears that CFUW will not be viable after 2021-22 because of the depletion of non-restricted reserves. We are concerned about our club's future because we do not see action being taken to address the financial jeopardy that CFUW faces, clarify what the amber alert means, and the actions that are being taken to satisfactorily achieve financial viability over the next decade and address the strain that GWI is placing on CFUW finances.

REQUEST: that CFUW takes strong measures to address the amber alert and the five year financial forecast, and to *be seen* as addressing this issue.

RECOMMENDATION: that CFUW establishes a Finance Working Group with representatives from clubs across Canada who have expertise in finance, chartered accounting, corporate audit, management consulting, and organization restructuring with support from the Finance Committee to evaluate the financial viability of CFUW, identify the key stressors, and recommend an action plan with concrete steps and a timeline that will allow CFUW to achieve financial stability by the 2021 AGM and be able to formally stand down the amber alert .

CONCERN: PERCEPTION THAT CFUW NATIONAL SUPPORTS GWI AT EXPENSE OF CFUW

Given the immense effort that the VP International and the Board have dedicated to GWI and the MOU, we posit that CFUW is perceived as more loyal to GWI than to CFUW, up to and including possible sacrifice of CFUW as a viable entity. CFUW is now in a terrible position of having to pay the increase in dues to GWI that our members have voted against paying.

It is perceived that there is a credibility issue with regard to implementing the recommendation from the Mediation Working Group to investigate other international organizations. This investigation is being conducted by people who are perceived to be biased in favor of GWI - the VP International, and the International Relations Committee, some members of which are from clubs that are known to be pro-GWI. The risk is that the hard work, analysis and recommendations by the VP and the International Relations Committee will not have credibility.

REQUEST: that CFUW conducts - and be seen to be conducting an independent analysis of international organizations to determine how best to support the rights, freedoms, and education of women and girls across the world.

RECOMMENDATION: that CFUW establishes an International Working Group with representatives from across Canada who are neutral regarding GWI or representing the spectrum of views, hopefully with experience with international NGOs or experience with the RFP (Request For Proposal) process and evaluation protocols. The purpose of this working group would be to

- identify international organizations who focus on the rights, freedoms, and education of women and girls,
- evaluate their efficacy, features and benefits, costs and results, including GWI and include CFUW National taking on the international work internally; and
- make a recommendation to CFUW regarding how best to achieve results internationally.
- communicate with clubs across Canada in an on-going way to demonstrate what is being accomplished, the findings as they emerge, against specific timelines, such that our international strategy is articulated at or before the 2021 AGM.

Our Ad Hoc Committee believes that the Mediation Working Group model is effective and credible. We also believe that an external mediator is not required, but that the model for working groups - how participants are chosen, and how the process works - the town halls and reports - creates credibility, and an acceptance - a belief in the validity of the findings and recommendations.

The recommendation of the Mediation Working Group regarding Communications is also one that we actively support. We believe that it is crucial to craft a few key messages that are repeated - branded - and reported against with desired outcomes, deliverables, time-lines, and what will be seen as a declaration of success. BEING SEEN to be in control will highlight the very hard work that you are undertaking at the National level on behalf of our clubs. The key messages that we have heard from other clubs and that our Ad Hoc Committee has identified are: Building Trust, Building our Future - Financial viability, righting our constitution, righting our relationship with GWI, and setting CFUW up as a strong, independent organization that is seen to be independent, financially viable and strong for the long term.

We realize that this letter of concern is not going to be easily responded to in writing. However, we hope to engage in conversation with you until our Ad Hoc Committee can confidently advise CFUW Brantford to continue its relationship with CFUW and stand down our work on exploring alternatives.

We sincerely hope that you will receive our letter in the spirit that we intend - that we are allies - committed to the survival of CFUW.

Sincerely,

Lin Fines, Chair, Ad Hoc Committee, "Future Directions for CFUW Brantford 2020-22"
on behalf of The Executive, CFUW Brantford