

**Final Report Ad Hoc Committee on Financial Sustainability (AHCFS);  
AHCFS Source Document of Compiled Submissions to National Consultation  
June 20 2020.**

The Ad Hoc Committee on Financial Sustainability (AHCFS) was formed by the Yearly Meeting at Representative Meeting in November 2018. AHCFS worked to an internal mandate: to develop a process of national consultation; to provide information about Canadian Yearly Meeting (CYM) finances and structure; to collate gathered thoughts and concerns; and to provide them to Committees, Meetings and individuals to help in reasoned and supported discernment; and finally to lay down the AHCFS at CYM/ June Representative Meeting 2020 after the acceptance of this report.

AHCFS planned, organized, and oversaw a consultation at CYM 2019 in session which was closely supported in all phases by the CYM Secretary. Supported by many Friends, responses from this consultation were recorded. At Representative Meeting Fall 2019, we named that the largest areas of expense were personnel costs and holding the national gathering. We worked with Finance Committee prior to Representative Meeting 2019 which informed their advice to the Yearly Meeting. AHCFS consulted with Personnel and Personnel Management Group. A member of AHCFS was ex officio on the Contributions Committee.

In October 2019, we started a National Consultation with all Monthly Meetings (MMs) and Worship Groups (WGs) and encouraged individual replies. We made available supporting materials about our audited 2018 expenses and income, as well as a summary of the current structure of the Yearly Meeting. By February 2020, we received the majority of responses and reported preliminary findings and a summary document of individual responses at Representative Meeting 2020.

We have send our thanks to all participants and prepared a National Consultation source document of all responses. This compilation contains 1023 individual comments. It is posted on the CYM website, in the Business Section, with all AHCFS reports and resources, and a draft source document has also been send to all participant groups. We present a final version of the National Consultation as part of this report. We offer it as a resource to Committees, Meetings, and individuals for guidance and consideration as changes are made over the coming months and years.

**Canadian Yearly Meeting of the Religious Society of Friends  
Representative Meeting June 20 2020**

We were moved by the candour, insight and breadth of reflections shared by Friends in your consultations and individual contributions. We held at once the humour in reflections like if CYM were forming today “it would be like Woodstock without the drugs” as well as the heartache of people not feeling welcomed/included at CYM in session and earnest grappling with cutting services amidst our financial realities and constraints. We feel this document strongly reflects the diversity of Canadian Yearly Meeting, and wish to honour that diversity of perspectives on its purpose and potential future.

We recognize that CYM may serve a different role for isolated Friends and members of smaller Worship Groups and Meetings than it does for Monthly Meetings in larger urban areas; just as it may for friends at particular life stages (childhood, young adulthood, family growth, and elderhood).

We are excited about the opportunities to focus our efforts on areas of growth as these consultations bring greater clarity to areas of need and ideas for how to harness resources to support them. We also recognize that decisions made within the next year are weighty and will affect the medium and long-term trajectory of CYM – the very future of our national community. This is why we encourage Friends to undertake a prayerful reading of these reports now, and continue to hold this process in the light. In particular, we ask that CYM Committees read through the document and discuss its application to your work, absorbing the advice directed towards you with open hearts.

Friends, be courageous! Advocate for the changes you wish to see. Friends, stay humble! Seek unity and be open to the mystery of co-creation, calling us on. May we all carry this transformation process forward as a community, strengthened and renewed as we listen to that of the divine in one another. Have faith that Way will open for spirit-led, transparent decision-making around the future of Canadian Yearly Meeting (CYM) as a body.

With fierce love,

Kris Wilson-Yang (clerk)

Rachel Yordy

Wes Weima

Anne-Marie Zilliacus

Consulting: Cameron Fraser CYM Secretary; Maggie Knight

# **AHCFS Source Document of Compiled Submissions to a National Consultation, June 20 2020**

This is a compilation of the submissions made as part of our national consultation on financial sustainability. Names and Monthly Meeting affiliations have been redacted.



## **Contents**

<b>Glossary of Key Themes</b>	<b>i</b>
<b>1. Selected Contributions from all submissions</b>	<b>1-#1</b>
<b>2. Monthly Meeting Responses</b>	<b>2-#1</b>
<b>3. Yearly Meeting Sessions</b>	<b>3-#1</b>
<b>4. Individual Responses</b>	<b>4-#1</b>
<b>5. Supporting Material</b>	<b>5-#1</b>

## Glossary of Key Themes

- Reducing the frequency and/or length of Yearly Meeting in Session (the Annual Gathering) from cost and personal energy points of view.
- Creative approaches to agendas and reporting for both clarity and efficiencies.
- Greater use of Representative Meetings, Half-Yearlies, Regional Gatherings and Monthly Meetings in discernment, decision making and business in general to reinforce our non-hierarchical nature of our spiritual and business practises.
- Supporting the spiritual community by increasing communications to and from Monthly Meetings, Regional Gatherings and Half-Yearlies as they are our faith community in action on the ground.
- Sustaining a National voice, without alienating those who do not engage with the Annual Gathering and doing so within our means.
- Knowing who we are through education and history.
- Reducing/reforming committees to reduce our busy-ness, being aware of our human energies, valuing all service.
- Being clear on costs, including costs to Nature

# **1. Selected Contributions**

**from All Submissions**

**Prepared for CYM Representative Meeting February 2020**

## **Selected Contributions from all submissions.**

Here are selected statements from your submissions. We have chosen two or three from each Monthly Meeting and Individual Submissions and the Yearly Meeting Sessions. They are placed in broadly associated divisions according to the queries sent to Monthly Meetings and Worship Groups.

### ***What is essential work and purpose of Canadian Yearly Meeting?***

- To start, in my view CYM's essential works and purposes are:
  - 1) to serve as a central, enabling and educating organization for Quaker meetings in Canada;
  - 2) to serve as the spiritual home for those Quakers whose interests are best expressed on a wider level;
  - 3) to serve as the flagship and voice for Canadian Quakers in the wider world of Canada and internationally (UN).
- CYM seems to be running around in all directions. Not all concerns need to be attended to. Simplicity and Singleness is a good platform.
- Local Monthly Meetings are the heart and soul of Friends in Canada. It is in the Monthly Meetings that newcomers find Quakers and our ways of worship and living. The most important focus of all Friends is to reach out to spiritual seekers who may wish to attend and become members of The Religious Society of Friends.
- ...why there seem to be those Friends that go to CYM and there are many Friends that do not see the attraction of CYM. CYM does not speak to the majority of Friends it seems. This also reduces the pool of Friends willing to be on CYM committees and who would like to contribute financially to CYM.
- The Yearly Meeting has a business function, but it is mainly for "the maintenance and promotion of Christian faith, love, unity, life and practice of Friends throughout the component Meetings".

Our faith and practice is centered at the Monthly Meeting level and the Half Yearly meetings and Yearly Meeting are over and above them. Friends need to feel spiritual life at the monthly meeting level before they can be inspired by the

Half Yearly and Yearly Meetings. A close reading of the State of the Society reports may give us an idea of why Friends are not inspired to attend CYM.

- I want to say that nothing is essential in Canadian Yearly Meeting. That is to say that Canadian Yearly Meeting, itself, is nonessential. We could dissolve Canadian Yearly Meeting and encourage meetings to either join the closest Yearly Meeting geographically or create their own.
- I think of CYM as the administrative body that hold together the yearly and half yearly meetings. Through the years people have asked why do we need CYM as an administrative body. If we did not have CYM, I don't think that the local Monthly Meetings would exist. Because individual monthly meetings don't actually communicate with one another, they need to be part of something bigger. CYM's outreach is important; without which, smaller monthly meetings would cease to exist.
- The work of Friends in Canada is like a tree. CYM is our roots. The rest are branches. The roots need to feed the branches. The branches need to know about the roots. There needs to be a serious overhaul of how the agenda runs. We need to know what's going on in our branches. We could lay down some of the outside body work. These could be done only when it is very critical.
- We are in relationship in CYM and face-to-face is important. The agenda is 'broken'. We could compress the business incredibly. Create something that is more community building and spirit led. More worship. We need to build up communications amongst monthly meetings. I would let go of the Archives and the Canadian Friend.
- YM holds dual purposes. To have an effective hub holding the wheel together doesn't just take fellowship and prayerful way of being. It also takes a lot of work. 80% is falling into the hands of 5 or 6 people at the moment. It's really tough. At the same time, there's a need for fellowship. Sometimes there was a real need for spiritual healing; he has found that here. This has nothing to do with age. This spiritual healing needs to have space to happen. Travel is easy if CYM is close. For a longer trip, friends might feel that they would only go if it was longer.
- I wait for the spirit to bring us together once again as a community.

***Where do you think we should put our financial resources and focus our human energy?***

- As a young Friend I enjoy coming to CYM because it makes me think about how I'm living in the world. I do know that a lot of the foundations and the culture were created in a different time and Young Friends are in a different time. We are often doing contract work of busy 24/7. We need CYM for the nurturing we receive. We are thinly spread and it's very hard for us.
- What are we wanting to preserve? "Pacifism is the flower of Quakers but not the root – The Root is communication we have with the divine without formal intervention of rituals"
- Costs of CYM must be borne by those that attend. It cannot run on a deficit. That is outrageous. Communication and connecting needs to be two ways: what are people doing in their region, what is CYM doing? To raise money need to show that money is being well used, tell stories of CYM work. Sometimes an org goes on a bell curve through peak and needs to be able to recreate itself.
- *The Annual Gathering*
  - Does not seem realistic - too great an expense to be held annually
  - Attending occasionally (every five years or so) not always felt welcomed
  - Experience at gathering seemed "great busyness" not very restorative or enriching
  - Friend felt not welcomed as a very Christian Friend is language and beliefs
- We talked about not having YM every year, had gap year. Was that concluded? Was it reported on? Did people report back on the impacts? Did it strengthen the HYMs? Was there a difference in the spending? I don't think that discussion has been concluded. TMM has own community, smaller meetings might have more importance on YM.
- It is good practice for a non-profit organization or a faith group to have a business plan is good practice. Create it, revise when necessary, and follow it. A financial plan provides an outline to follow, linking financial structure with commitment and energy.



- We are stuck between our desire to bring our dreams in line with our capacities and our desire to bring our capacities in line with our dreams. One of these desires is impossible and the other is somewhat pathetic.
- We heard that CYM should not be tempted by the austerity budgets of the secular world, but think of CYM as a seed pod, using the last of its energies to push the seeds of its future into being. To do so we might focus on those seeds—especially Young Friends and our General Secretary—which provide structure for a national community, along with engagement and enthusiasm for the future. We should spend all our available time and money on building them, instead of conserving for things that don't work.
- Follow Wealthy Barber's advice: spend less than you take in.
- We should consider our 2019 CYM bible study leader Steve Heinrichs' idea of Jubilee and reconciliation through land reparations. We could use part of our remaining funds to figure out how to transfer title of our land holdings (the camp) and to encourage Meetings and individuals to transfer titles (meeting houses) to Indigenous peoples or communities, or use trusts to do so, or use the spaces for reconciliation activities. There may be a way to continue using these spaces as renters, following the model used by Winnipeg Monthly Meeting and others—renting space from a partner we are comfortable supporting, in our case a housing co-op.
- [Looking at budget cuts by proportions] If you cut down 25% of the trees from a forest, the diversity of the forest is reduced. If you continue, the forest will eventually die. We need, instead, to increase and energize our communities. We don't have to cut down trees but we can cut back on our responsibilities and stop trying to do so much.
- Some people do not feel the organization through its electronic presence, so it is no substitute for in person, face-to-face connecting
- For many years, we have rented a venue for the CYM Gathering. *But we own a venue!!* The buildings are not big enough and there are other serious drawbacks. But if we had started to invest some of our money in the NeeKauNis property forty years ago, we would have it to use now. Can we start to invest in our own property? We might have a CYM Gathering there and invest the money we would have spent elsewhere to improve *our* property.

- Donations – Don't not look at it that way. We are supporting a cause we believe in, and thus should give more support. We have to determine what needs to be done. We have international, national and local responsibilities. Get real.
- We publish the Canadian Friends, and also the Sunderland P. Gardner lectures. We also have two Quaker families who run small publishing companies here in Atlantic Canada. Why couldn't CYM sponsor a Quaker publishing company and put out the writings of Quakers in Canada? Publications could include works of Quaker Faith, and works of Quaker Service.
- I would reflect that one of the aspects of CYM that needs to be continued and sustained is the Archives. One contribution on Sunday was offering three questions: what do you/we want to keep? What contributes to and supports or what gets in the way of we want to keep? What can we learn from your history? Without maintaining our records we cannot look back and explore our past to learn from it. I suspect that few Friends know anything of the Archives, so it may not come to mind for many as something that is precious and needs to be continued. I want to be at least one voice that speaks for the importance of finding ways of preserving our records as a resource for our future.
- Without significant face to face meetings, I believe we will not have the necessary direct experience of Spirit's presence.
- I remember going to Yearly meeting in the 1950-60s when it was at Pickering College and it was only three and then four days long. There was no camping nor outside kitchen. The camping and outdoor kitchen people seem to me to have created two groups within the CYM that do not socialize with each other. I would like to see camping and eating outdoors discontinued and we all eat together. I am advocating for a shorter CYM. The pre CYM retreat for a few is unnecessary and expensive. The SPG lecture and the Bible Studies should provide spiritual material.
- If we must have camping, the fee charged should cover the cost of camp sites. Do the CYM staff get extra pay for attending the gathering or is it part of their job description and regular salary?

- All reports from committees should never be read from the floor. They should be circulated in advance. If there is a minute needed the substance of this should be reflected in the Agenda so that the Reps can be prepared by having consulted with their appropriate meetings.
- If a report is submitted with less than a week before the session, it should be deferred to the next session. There cannot be a thoughtful response to a request if the report is being read at the same time as the request is being explained.
- The Agendas for all sessions should reflect where minutes/discussion are anticipated.

***If CYM was just beginning and being developed in 2020, what would it look like?***

- If starting anew, priorities would be 1) CYM to meet in worship, expectant silence; 2) give communication and education resources; 3) provide sanctuary for Quakers, as in the example of Margaret Fell. Not use a building but a sanctuary of non-violence, peace, and so on, the values.
- An impoverished organization in a city provides a good example: They look at what needs to be done, and they do it, in anticipation that funding will follow ... and it usually does. The principle of giving the care now – a crisis focus – can often work. We have our Quaker testimonies and spirituality. We should focus on those spiritual gifts now, for ourselves and our Yearly Meeting.
- Be joyful.
- I would like to see a Guiding Committee of representatives from all over Canada, who would meet at a central location -probably Toronto or Ottawa, as they have many flights and also train service, and highways (without mountains) to allow Friends to get there. This Guiding Committee would make a strategic plan to create opportunities to support the faith across Canada. There would be: A Yearly Gathering in every year if economically possible. If this was not possible, there would be a Gathering every two years, with encouragement for Canadian Friends to attend FGC in the intervening year.
- A YM is regional. It gathers together a number of regional Monthly Meetings and ½ YMs. If beginning in 2020, it would look like 2-3 YMs: Western, Central

& Eastern. We could have a 1-week residential gathering, but it could be more like FGC, more educational, fellowship. The business of CYM could be handled by Representative Meeting. The idea of 1 week of business meetings doesn't make sense. We can't continue flying all over the place.

- Greatly reduced Committee structure. We need to meet and come to a sense of the Meeting on a national/regional basis. However, the structure of committees with ongoing responsibilities was a major block in my work...
- I would say that as of today, I would like to see Canadian Yearly Meeting immediately enter a period of dissolving itself and the energy and resources be put into assisting monthly meetings joining existing or creating new yearly meetings before the financial and human resources experience further atrophy.

I would suspend operations, or at least cease funding or staff support, of any and all committees that meet either of the following criteria (a) Has not been able to nominate at least 67% of the expected number of members or (b) has not spent at least 67% of their budget over the last year. [I could not the nomination report online to give and answer to (a) and would want an audited financial report of a full year to answer (b).]

- less staff, more decentralized, volunteer driven
  - doing much more electronically or by phone/mail;
  - still having CYM in session, but not as long
  - not nearly as much effort expended on record keeping and archival activities
  - we'd let the Camp Neekaunis Committee assume ownership and responsibility for Camp Neekaunis
- A potential 4-year rotation (for Annual Gathering):
  - Year 1: 7-day CYM (similar to current; perhaps slightly compressed to allow for pre-retreat time to be within the 7 days)
  - Year 2: 4-day CYM with no business, just Fellowship, education, spiritual enrichment
  - Year 3: 7-day CYM (similar to current; perhaps slightly compressed to allow for pre-retreat time to be within the 7 days)
  - Year 4: Fallow year (Rep Mtg, potentially by teleconference; YF/YAF retreat potentially at NeeKauNis and/or WHYM and AHYM)

- Greatly reduced Committee structure. Develop list of ‘actions needed’ and ‘skills available’. Create process by which the two are matched – yearly, monthly, or semiyearly e.g. have some person/group identify the actions of the committees, possibly generated by one or two associate Clerks. Identify skills members are willing to share as they are led – graphics, fine editing, reporting on CYM activities. When actions are needed, reach out to those with matching skills sets to get the tasks done. Meetings could be greatly reduced.
- Consider giving Representative Meeting more authority to do more of the business. Every Monthly Meeting sends a Representative to RM, not every MM sends a representative to YM. The online Representative Meeting in November 2019 worked: more Friends could sit in; more environmentally and financially sustainable; discussion was focussed because of finite time online.
- If CYM (Annual Gathering) was emerging today, what would it look like? It would look like AFG (Atlantic Friends Gathering)
- It would look like Woodstock, without the drugs.
- CYM would have a larger focus on the faith and practices that bring us together in the first place, with business taking up less than 25% of its time.
- CYM could suggest a yearly theme across Canada to inspire Quakers in their inward and outward ministry.
- Our Yearly Meeting should support the monthly meetings across Canada with ideas and resources – along the lines of the work being done by the Education and Outreach Committee. This kind of support will help us to fostering our young people.
- We don’t all go to each Yearly Meeting event, we don’t all read *The Canadian Friend* or the CYM minutes and so on, but in our little meeting at least *someone* goes to almost every CYM meeting and *someone* reads almost every publication, so as a group we do manage to keep connected to a larger Quaker world.
- CYM is weak in making the connection to Monthly Meetings in general.

believe in our testimony about community? Don't we want to encourage new people? Even if they don't give a dime, it's what we should be doing.

- A Friend was concerned at representative meeting 2019. She thinks that people don't know what we are spending money on. She looked at spending for 2018. Looking at CYM General Fund only, we spend 46% of income on programme. 48% is on administration. 6% is on committee work. People need to know where the money is primarily spent. We need to speak about staffing and their job descriptions. This needs to go to personnel committee. We actually spend very little on the Quaker service we give to Quaker Meeting (the 6%). Focusing on the 46%, 55% of programme costs goes to annual gathering. 6% goes to other Quaker bodies, ... The annual gathering only serves 150 Friends out of 1,200 nominal members. Note the General Fund does not include Camp NeeKauNis or CFSC.
- In New Zealand there was a YM session and Summer Gathering. The YM got work done and supported individuals and committees and taking action into the world. Summer Gathering was to create a community, to create bonds and to bring in Young Friends. The critical mass problem of Young Friends was recognized and therefore strongly supported at Summer Gathering. The YM gathering isn't supporting the community building. We need to think about doing the business through technology. Issues such as the climate crisis now have broad support. It's possible to link our justice and peace issues to the work of other churches, organizations and individuals which would have the benefit of creating new bonds.
- A Friend says that Representative Meeting and Regional Gatherings take on more responsibility, but it never comes to anything. It would be great if Representative Meeting did most of the business. It would be great if CYM was fun, and there would be a way to learn about what other Meetings are up to. Make YM more of a holiday atmosphere. In the first yearly meetings it was about cementing community bonds. Each Meeting reported to the question "How has the spirit fared among you?" That was the entire yearly meeting.
- Instead of incurring huge costs for the Yearly Meeting in session, Regional Gatherings/HYMs could share funds which would no longer be needed for CYM in session; e.g. to help pay for a combined Yonge Street Half-Yearly Meeting and Pelham Half-Yearly Meeting meet in some central and more comfortable (than Camp NeeKauNis) location;

- To sustain the presence of Quakers in Canada, financially nurturing clusters that are geographic is more egalitarian and sustainable, considering money, travel distance, environmental impact, and time required.
- Possibly we could have paid staff of the Quaker body to visit and educate from time to time.
- Virtual gatherings
- If there is no CYM in session and no paid staff, the business would be very different;
- Should Half-Yearly Meetings become Yearly Meetings, such as exists across the USA?
- In an ideal world, if meetings decide on a particular issue they would let CYM know and then several meetings who share the particular view could get together to work on the idea or program.
- A vast number of groups would be existing who would start to discover each other and would develop in unison and choose a central group coordinating, which is what we have already except we would communicate electronically and would not be physically moving around.
- Let's get back to specific examples:
  - PMM forwarded to CYM the suggestion of having a query on our relationship with Indigenous People, after one of our members returned from Australia with a query Australian YM had fashioned. There was some correspondence, but nothing happened.
  - Some of our active attenders have asked for copies of O&P which are out of print. ... However, when asking the appropriate committee's permission to copy some, they felt that the earlier parts are too dated, though not wrong. Well, it is on the Website, so let us print it.

Monthly Meetings need to take back all of their power as the Yearly Meeting is not functioning as it was set up to be.

## **2. Monthly Meeting Responses**

### **Queries**

**What is essential work and purpose of Canadian Yearly Meeting?**

**Where do you think we should put our financial resources and focus our human energy?**

**If CYM was just beginning and being developed in 2020, what would it look like?**



Monthly Meeting Consultations.

**National Consultation with Monthly Meetings and Worship Groups  
Concerning the Financial Sustainability of  
Canadian Yearly Meeting of the Religious Society of Friends (Quakers)**

████████████████████  
**December 29, 2019**  
████████████████████

*Queries from Ad hoc Committee on Financial Sustainability:*

- *What is essential work and purpose of Canadian Yearly Meeting?*
  - Consolidation of people and ideas, solidarity
  - Outlining the essential, central points of Quakerism
  - Support to live out our values: universal love, giving rise to principles (SPICE)
  - Fun!
  - Intergenerational fellowship
    - Validation and respect for young people
  - Mentorship, sharing of people's spiritual lives and specific roles (in SIGs, for example)
    - Particularly sharing by elders
  - Structural and economic support for administration and standing committees
  
- *If CYM was just beginning and being developed in 2020, what would it look like?*
  - Input and influence on policy-making of non-Quaker organizations, government
  - Virtual meetings (principle of simplicity, sustainability – less travel)
    - May be more difficult for some to engage in the digital environment, though younger Friends may find it more attractive
    - May need a “go to” person for the technical side of things
    - Reaching out across the planet
  - In-person meetings have a special quality
    - Increased focus on regional meetings
    - Hold CYM gatherings every 2-3 years, not annually
      - However, this is a very long time in the life of a young person
    - Regional or local meetings could contribute more to financial sustainability
  - Energy should come from younger group
  
- *Where do you think we should put our financial resources and focus our human energy?*

- Better communication from CYM itself to the meetings. Too many pages are meaningless. Make it more personal and have more face to face encounters.
- Have CYM clerks and committee clerks travel to the Half Yearly Meetings to meet people, not with an agenda item. If there is need for an agenda item, have a separate called meeting in advance of a Half Yearly Meeting gathering, with an appointed FEW delegates to address the issue(s).
- Flatter organization; structure through MM clerks; Representative committee does not function well, empowerment of input takes place at CYM not Rep Meeting
- How do we restart CYM? When we discuss these questions, staff and Personnel Committee are sometimes identified as the problem. This is upsetting for everyone. Such discussions should not be public. Today, in order to run an organization, you need to have some staff for complex and legal things. We have had a problem of non-management. Now CYM is going to look an organization that needs to be managed, to look at needs.
- Bring back MM and Regional Meetings to focus on issues
- In unity BUT sense a division between Monthly Meeting Quakers and Yearly Meeting Quakers - but it would be a mistake not to have Yearly Meeting. It is a question of Coordinating versus Taking on too much authority or wanting to run the show or overstepping boundaries.
- Consider that the Half Yearly meetings are declining in attendance as well. Can there be a concerted effort to hold Atlantic and Western Half Yearly Meeting, and the half yearly meetings in Ontario, at the same time? There can be a coordinated teleconference scheduled during these meetings to bring Quakers together, nationally.
- More money also comes from more people attending. We should take a lesson or ten from evangelical churches that pull 'em in by the hundred. They are highly friendly, warm, encouraging, and organized. Anyone who shows up is immediately welcomed, invited for dinner, and informed of upcoming events. Yes, our Meeting is friendly but many are not. Are larger gatherings friendly and welcoming to people they don't know??? Don't we

To: The Ad Hoc Committee on Financial Sustainability (AHCFS)

From: [REDACTED]

### December 1, 2019

At our monthly meeting today, we started thinking about the second query: If we were a lone Quaker meeting and wanted to form a yearly meeting with other Canadian meetings, why would we want to do that? What would we want from the new organization? What would it look like?

As requested by AHCFS, we conducted a Claremont dialogue (Friends spoke singly, in turn, without comment from the others). We kept notes, not minutes. Here are ideas that were expressed today:

- In other organizations, the benefit of a national organization is around information and mutual support. It's delightful to meet people from across the country. Fellowship. Networking.
- CYM is important to maintain the integrity, the spirit of what Quakers are. Bringing people together. Social justice. Organizing. Making sense of all those pieces so they work. Caring for people. Communication.
- We would feel alone without a yearly meeting. It helps us know how to organize ourselves and provides shared wisdom. To decide on and publish, for example, a new *Advices and Queries* takes so much input and seasoning – we need to work with a larger group to do those things.
- A yearly meeting contributes to cohesiveness.
- We don't all go to each Yearly Meeting event, we don't all read *The Canadian Friend* or the CYM minutes and so on, but in our little meeting at least *someone* goes to almost every CYM meeting and *someone* reads almost every publication, so as a group we do manage to keep connected to a larger Quaker world.
- We need guidelines.
- We know there's support if we have a problem – with Revenue Canada, with an M&C issue, whatever.

We decided today that we want to repeat and continue the discussion of these three queries at our next monthly meeting on January 5<sup>th</sup>, 2020, when we hope more Friends will be present. We also encourage Nelson Worship Group to do its own exercise and report directly to AHCFS (with, ideally, a copy to us). The deadline for AHCFS to receive our notes is January 15<sup>th</sup>!

### January 5<sup>th</sup>, 2020

We reviewed the queries from this Canadian Yearly Meeting (CYM) committee. [REDACTED] presented a proposal that she has developed (appended to these Minutes). She agreed to revise it with our suggestions and send it to AHCFS with our notes from December.

We had other ideas that might be modifications to her proposal:

- Have regional CYM Clerks so one clerk does not have to travel so much
- Have a periodic gathering like current CYM in Session every 3 or 5 years

We support [REDACTED] proposal as input to help further the discussion about the future of CYM. Through this sharing we are made aware of how much we value CYM.

**Response from [REDACTED]**  
**to the**  
**National Consultation with Monthly Meetings and Worship Groups Concerning the**  
**Financial Sustainability of Canadian Yearly Meeting of the Religious Society of Friends**  
**(Quakers)**

**Notes from meeting on Jan 10, 2020**

[REDACTED]

Note: This document represents ideas shared at the meeting. Mostly the ideas were not discussed, as we mainly used a worship sharing format and took notes. Therefore the ideas presented here do not represent a corporate discernment from our Monthly Meeting. It can be said that the existence of Canadian Yearly Meeting is very important to Annapolis Valley Monthly Meeting and no one said anything to the contrary.

**Query 1. What is essential work and purpose of Canadian Yearly Meeting?**

1. Connect Quakers across Canada (especially important for youth, as there are often small numbers at the local level). Monthly Meetings and Worship Groups are the Yearly Meeting.
2. Provide opportunity for:
  - Friends to work at a larger than local level
  - discernment and action that is uniquely Canadian Quaker
  - Friends to experience Quaker practices and processes that may not easily be practised in a small local group (e.g. conducting a meeting for business)
  - a two way enrichment process, of different local meetings sharing, and Yearly meeting's structure sharing
  - Quaker education (e.g. Q. history, how to clerk meetings, etc)
  - strengthening local meetings by being part of a wider, diverse group
3. Offer spiritual support and nurture to local meetings (e.g. intervisitation, ministry and counsel)
4. Provide resources that support, encourage and nurture personal and spiritual growth
5. Coordinate service work (e.g. CFSC)
6. Recognize and respond to the challenge of basing a Canada-wide group on relationships. Relationship development through meeting face to face is an essential part of Quaker identity. The power of Spirit's presence is stronger in person. Online is fine for some CYM work, but not all.

7. Provide a structure that will enable Canadian Quakers to exist into the future: find ways to access our assets now and spend down our reserves if necessary to bridge the situation where there were more members previously, and enable a place for a future Canadian Quaker identity.

**Query 2. If CYM was just beginning and being developed in 2020, what would it look like?**

One member was unable to answer, as the query is unclear if funding challenges were to be part of the vision or not. Another member assumed it is without limitations and others assumed it meant starting from scratch with no resources.

The following responses were shared:

- On line chat room
- Resource center to let seekers know where to find Quaker Meetings
- Web site that provides resources regarding Quaker values and how they are practiced
- A yearly meeting where people across Canada would get together and share. Our Yearly Meeting now is mainly liberal Quakers and it does not unify all Quakers in Canada. Some Canadian Quakers exist outside CYM, e.g. evangelical Quaker meetings. A yearly meeting started in 2020 would incorporate all Canadian Quaker traditions.
- Need to identify audience. Who would be founding this 2020 CYM – Friends who have a charismatic new age vision, or Friends who have a bare bones service view as the purpose of CYM?
- Have the goal to maintain Quakerism – a connection to something outside local meetings
- Offer opportunities to come together and worship together – to have a spiritual worship that has a feeling of God's love which includes other people than in my local Meeting.
- Human isolation is a big problem in our culture. CYM can and needs to address this.
- Greatly reduced Committee structure. Develop list of 'actions needed' and 'skills available'. Create process by which the two are matched – yearly, monthly, or semi-yearly e.g. have some person/group identify the actions of the committees, possibly generated by one or two associate Clerks. Identify skills members are willing to share as they are led – graphics, fine editing, reporting on CYM activities. When actions are needed, reach out to those with matching skills sets to get the tasks done. Meetings could be greatly reduced.

**Where do you think we should put our financial resources and focus our human energy?**

- Outreach to increase membership. However, these days, people are non-joiners in many parts of our society – this is a challenge.
- Use the funds in our reserves to keep us visible while the new CYM/Canadian Quaker identity is developed.
- Important to have paid staff to run the organization and rationalize how we use them.
- Have extensive internet presence: social media, tweets, use Zoom and electronic media
- Approach other organizations to generate more revenue for CYM – foundations, companies with like-minded values (e.g. United Church partners with Mountain Equipment Coop). This could be done by changing Contribution Committee's mandate or having it as part of a staff person's job description.
- Maintain essential activities to keep us visible.

- Learn from the work of FGC in cutting services while maintaining Quaker organization and Quaker values. (Reach out to work with Barry Crosno – At 2019 CYM in session one AVMM member heard him offer to provide us with respectful guidance).
- Financial commitment to a general secretary.
- Be proactive and stop worrying about proselytizing.

█, Jan  
25, 12:19  
PM

## CYM Sustainability

- What is the percentage of donations from monthly meetings?
- Why does CYM not rely on monthly meetings?
- We need to buy in what they do for us, what does CYM do for us?
- A true rep meeting of all the monthly meetings is necessary
- Are there other ways monthly meetings contribute
- If a monthly meeting is so big and so strong, why is CYM having a hard time?
- One monthly meeting handled most of work? Hosting in a sense.
- If there is one strength that CYM has?
- Should monthly meeting be giving more?
- Monthly meetings should take on of the tasks.
- WHYM do something for CYM?
- They should not give up on individual donations
- What do we want to do, what can we do, where does the money come from?
- Not having physical meetings does affect bonding priority
- Canadian Friend, journal priority
- Connecting meetings and worship groups, communication, education
- I prefer if we didn't have a gathering if other organizations fall
- CYM provides information and connections between groups
- Maybe people need to be paid to do the work of quakers as to prevent burnout? You cannot pay the rent on volunteer
- Ideas from other NGOs, technical support Mount Royal internships, educational institution, are their jobs/ internship for a student
- Inflation, costs are rising and some people are on fixed expenses.
- Can we have a fallow year yet half yearly meetings fill in the gap? CYM happens every other year, for example CYM 2020, CYM 2022 and then 2021 WHYM, OHYM, EHYM have an extended gathering in the summer. Give some of the task to the Yearly meetings, plus we are not as hard on the environment staying closer and travelling less.

--





[REDACTED]  
[REDACTED]

**Discernment of 6.1 of Operations and Procedure Manual of CYM 2002  
notes only**

Query 1: What is the essential work and purpose of CYM ?

[REDACTED] – not affected by CYM on a daily basis,  
yearly session is important as a social gathering  
CFSC is a bigger deal than CYM  
CFSC seem to have a bigger relationship to monthly meetings  
past [REDACTED] members were connected to CYM but recently, most of us have been relatively untouched  
by CYM  
exception when yearly session in province of Nova Scotia, sometimes New Brunswick

**develop relationships with Quaker across Canada. If there is too much business, it interferes with  
this,**

Food Coop has been an essential tool for this.

Yearly sessions moving across Canada is important for access – for some reasons, travelling to the west  
is a roadblock.

CYM provides an organizing structure for maintaining Quaker life in Canada

Organization and Procedures Manual no longer given to new members. It is an essential document to  
good order and should be given to all new members in hardcopy.

CYM wonders why [REDACTED] doesn't connect to CYM but [REDACTED] wonders where CYM's actions are to  
connect to us.

CYM is weak in making the connection to Monthly Meetings in general.

**“and promotion of Christian Faith” amend to “and promotion of Faith”**

Query 2: If CYM was emerging today, what would it look like?

It would look like AFG (Atlantic Friends Gathering)  
It would look like Woodstock, without the drugs.

**Community is the first principle. All activities need to support and develop ourselves. Outreach  
and recruitment is part of this. Inreach is part of this.**

More involved with Inreach – connecting with meetings, more attention to maintaining the meetings so  
MM can carry out the missions they want to be involved with

**CYM would have a larger focus on the faith and practices that bring us together in the first place, with business taking up less than 25% of its time.**

CYM could suggest a yearly theme across Canada to inspire Quakers in their inward and outward ministry.

CYM seems to be running around in all directions. Not all concerns need to be attended to. Simplicity and Singleness is a good platform.

There is a perception that CYM has its fingers in many pies and that this is a distraction.

We can't solve the whole world, sub interest groups and concerns at a local level rather than at CYM

Work camps brought some friends to Quakers but we recognize these are no longer the way to go.

Sometimes in life, we become detached and struggle in that space. When this happens with and within our local meetings, the needs and concerns of CYM feel distant

Our senior citizens rely on each other as an extended family. It isn't a mission out, but a chance to connect socially, to prevent isolation living in a city.

Tension between leadings and faith, meeting for worship and quaker structures. Sometimes the structures help with the immediate process, but often they are far from the living faith. They feel like different things. Business meetings need to be separate from the practice.

What do we think about bigger pictures ideas? Forgiveness, motherhood, and so forth. We should be sharing our thoughts and experiences with each other as individuals, as groups, as meetings.

Query 3: Where do you think we should put our financial resources and focus our human energies?

**We have to know each other in other ways. Put the money to community, not perfection or performance.**

We are happy to have yearly meeting happen every two years. Keep the full week otherwise it is too expensive to travel far for only a few days.

Half Yearly meetings help to bridge the gap in fallow years. Supporting these Half Yearly meetings supports community. Business should be at a minimum.

Better communication from CYM itself to the meetings. Too many pages are meaningless. Make it more personal and have more face to face encounters.

Have CYM clerks and committee clerks travel to the Half Yearly Meetings to meet people, not with an agenda item. If there is need for an agenda item, have a separate called meeting in advance of a Half Yearly Meeting gathering, with an appointed FEW delegates to address the issue(s).

MM does not have a full understanding of where monies are spent. We have a feeling that there are some undertakings/committees that need a lot of money. Do these undertakings/committees reflect the concerns of the larger community or of a few who attend CYM sessions or Rep meetings? We respect the integrity and dedication of these Friends, but wonder if some monies might be better spent on community based activities? (side note: the recording clerk thinks the sub-text is Yearly Session in August)

Is it possible to find funds to move the Canadian Friends Journal to an electronic version, letting the hard copy go? It might be expensive during the transition, but once online, money could be spent on the editor's salary. This might also make it possible to have more issues, or monthly articles.

Is it possible for the Program for Yearly Session in August to not be printed in hard copy, but online only?

Is it possible for the Sutherland Lecture to be videoed and available as a PDF?

Is it possible for the bible studies to be available as an audio file or podcast?

Is it possible for travel expenses to be examined? If one of the Representative's meetings are held online (maybe more than one is needed in the fall) then travel expenses would be reduced for that.

Is it possible for that budget line to be eliminated entirely. Can MM take on that expense? If not, is there a way for poorer MM to tap into a travel fund and wealthier MM pay for their Rep's travel?

How many representatives does CYM need to get unity? Could the Half Yearly Meetings appoint a Rep for the region, reducing the number of participants to the winter session?

The same question for the August gathering? Does CYM really need 30 or more participants to approve a minute?

Related comments:

All reports from committees should never be read from the floor. They should be circulated in advance. If there is a minute needed the substance of this should be reflected in the Agenda so that the Reps can be prepared by having consulted with their appropriate meetings.

If a report is submitted with less than a week before the session, it should be deferred to the next session. There can not be a thoughtful response to a request if the report is being read at the same time as the request is being explained.

The Agendas for all sessions should reflect where minutes/discussion are anticipated.

We recognize that many tasks now require specialized personnel. Given the size of our organization and the budget, do we have more employees than we need? We do not know the history of these hirings nor the background of the development of guidelines around these hirings, but do not the provinces provide the appropriate guidelines. Is this a distraction?

How exact do we need our procedures manual to be? Is this a distraction?

Response to Queries posed by the Ad hoc Committee on Financial Sustainability in Oct 2019.

1. What is essential work and purpose of Canadian Yearly Meeting?

- Sustainability includes capital and people: supporting and promoting membership
- Locate and nurture new areas of growth
- Create passion: passion from capital
- Keeping Quakers across Canada connected, Speak with the Canadian voice
- How long would Monthly Meetings last without connection to CYM?
  - CYM periodically oversteps boundaries of co-ordinating Monthly Meetings
  - Need clearer division between MM and CYM
  - CYM office can be an impediment to MM
- Do we need to revisit Standing committees such as World Council of Churches, Canadian Council of Churches and KAIROS
- Do we need to revisit some of our commitments such as the Archives
- Big concern is Camp NeeKauNis, if CYM did not exist would Camp exist? Camp brings us together
- CYM takes on too much authority
- CYM needs a cut back to what they can afford
- What is the purpose of CYM in session: Education, M4W or M4W4B
  - Agenda review could be more stringent, ensure things are more prepared
  - Important chance to get together
  - Witness with those who share our values
  - CYM in session always a negative budget
- Budget presented is not transparent
- Regenerating of your group is very positive, which would not be possible without support of CYM

2) If CYM was just beginning and being developed in 2020, what would it look like?

- Would not look like CYM of today, an organization of 1,000 not 10,000
- Fewer committees
- Less paid staff
- We cannot be an employer
- Reconsider membership
- Communication what it takes to keep us going
- Almost all electronic
- Pay the way if going to CYM
- Recognize it is difficult to break away from current model but the opportunity is there

- Central point & committees an opportunity to connect consider financial implications and environmental impact
- Focus on outreach and publicity
- Much discussion on what we expect of volunteers, Nominations to be clear in expectations
  - More realistic expectations, volunteers could commit
  - Recognise that the group of people who used to volunteer “women volunteers” is no longer there
  - Succession planning is required
- Put effort into strengthening MM - they are foundation
- Build Half Yearly Meetings
- MM help people go to CYM
- Work done by virtual meetings, - reduce travel
- CYM every two years, with Regional gatherings in the off years
- Passion comes from a group of friends examples M&C, Camp
- Flatter organization
  - Structure through MM clerks
  - Representative committee does not function well, empowerment of input takes place at CYM not Rep Meeting
- Document better
- “Give a gift of life energy - recognize when the gift is over, then that work ceases” - need to consider when reviewing some of our committees and the work that is required.

3)

Where do you think we should put our financial resources and focus our human energy?

- Big picture is not a financial crisis that is worse than at any other time
- 2015-16 was at level of funding could sustain today
- 2016 - dramatically increased due to a one time donation of \$250,000.00 CYM decided to hire senior staff to reduce back log of work, reorganization work, hopefully more money could be found - this position funded for 3.5 years
- Based on 2016 budget we are in a better position
- 2020 is a sustainable, assuming we don't have senior staff position. The projected deficit = senior staff position. - recognize this is a tough decision. Understand there is a separate group looking at staffing model. Take senior staff person out of the mix - budget is close to balanced.
- Financial health - sustainable balance budget with no income.
- Nurturing of God in Quakers in Canada
- Outreach and Education
- Money spent in supporting young people well spent and paid off
- Do we need to be in all places: World Council of Churches, Canadian Council of Churches?
- Spot something timely and support it like the new Department of Peace

- Who we are as group seems more important than a set of rules
- Being a flatter organization
- Bring back MM and Regional Meetings to focus on issues
- Not diminish CFSC
- Utilize camp more
- CYM short week at Camp, give people a chance to attend camps on either end of CYM such as C.O.D.
- Outreach and Education
  - First Day School
  - Adult Education
- Survey Meetings and how they are growing
- Face to face is still important for the human energy
- Follow Wealthy Barber advise, spend less than you take in.
- What are we wanting to preserve “Pacifism is the flower of Quakers but not the root - The Root is communication we have with the divine without formal intervention of rituals”
- Never budget for a deficit CYM session should pay for itself not run a deficit
- Human energy = organization people

[REDACTED]

What is essential work and purpose of Canadian Yearly Meeting?

Each letter, A,B,C marks a different Friend's contribution to the Claremont Dialogue on this question. Most contributions began with support of the previous comments.

**A.** What needs to be done for ALL Friends in Canada? Sustainability: if you cannot replace your capital, then you go out of business. Our main capital is People. If we wish to be sustainable the primary function should be to increase involvement of Quakers by supporting and promoting membership.

Locate and encourage new areas of growth: Passion is a new form of capital

**B.** CYM can give voice to world organizations. By keeping Quakers across the country connected via a) Canadian Friend, and b) the emails the office admin sends out, this helps us give voice to worldly organizations.

**C.** CYM gives us a face to the outside world. It maintains cohesion and coherence of Meetings. Through CFSC we have opinions and voices on important topics.

**D.** CYM's standing committees are the witness - if we are overcommitted, we should go through the list of committees and see if they are still needed or if they can be combined.

**E.** The Canadian perspective of Friends is vital.

**F.** I remember Coldstream Meeting being a part of a U.S. Yearly Meeting. I appreciate Canadian Quakers having a Canadian voice.

**G.** In unity BUT sense a division between Monthly Meeting Quakers and Yearly Meeting Quakers - but it would be a mistake not to have Yearly Meeting. It is a question of Coordinating versus Taking on too much authority or wanting to run the show or overstepping boundaries.

**H.** Regarding CYM-in- Session. Corporate decision making is done best in person. The agenda review committee could be more stringent on seasoning items brought to the meeting. It is important for Quakers to be able to gather. Education, witnessing is important for families.

Standing committees: need more Outreach and more Education - needs to be more visible.

Pricing for CYM has always been budgeted for a deficit - suggested change is having people who come cover the cost. Budget and spending is not as transparent as she would like.

Supporting Young People at the YM level is a very good thing.

If CYM was just beginning and being developed in 2020, what would it look like?

**A.** Not like today's. Today's should be designed to serve 1000 people; instead what we now have is designed to serve 10,000 people. SO if designed today, the scale of operation would be different. (One person should be on one committee, not having to serve on several.)

- B.** Fewer committees, less paid staff, online courses. Reconsideration on what is required of membership and education in what is involved to keep us going as an organization.
- C.** Almost all electronic/skype-type meetings for climate issues. People pay freight to go to YM in different locations each year spread across country to make it possible for everyone to go at some point without much travel. Is it necessary to get together for YM M4W4B? Knows that it is possible to develop good connections between people using electronic communication. (Recognize it is difficult to change a model that has been around for a long time.)
- D.** Have a central point with committees, but radically change how we connect using phone/skype.
- E.** Concerned no change will happen since we are stuck in the habit of doing things the old way.
- F.** If starting fresh, it would be more streamlined, fewer committees.
- G.** The virtual world works! Make sure what you volunteer for is clear.
- H.** Flatter organization. All used to go through clerks since info came by mail - could now come out to membership directly through email. Recognize that a group of volunteers that used to have a lot of availability is no longer available because they are now working. Need succession planning. Note: Representative Meeting does not work as a representative meeting.
- I.** Our strength is in our foundation - which is the Monthly Meeting, therefore, effort should be placed into strengthening Monthly Meetings. MM should support those going to CYM.
- J.** Passion comes from the groups that people are involved in.

Where do you think we should put our financial resources and focus our human energy?

- Nurturing that of God.
- Outreach and Education - suggested by several people
- A lot of problems are issues of scale.
- Money spent on young people is well spent.
- Our small numbers are often catalysts in larger church organizations
- nurturing one another is very important as is mentorship. The group of people is more important than the set of rules.
- The Canadian Government's new Department of Women, Peace and Security: How we support this new department could make a huge difference. It took years to get it in place, now it is important to support it.
- Monthly Meetings, flatter organization, Quaker education.
- CFSC needs to be supported, younger and new people and outreach.
- use Camp for CYM and not Mennonite College.
- carefully look at the role of paid staff.
- not scare of worshippers by burdening with volunteer positions. There is an important role of having Meeting for Worship open to everyone.
- Ask what is it that is special about Quakerism that we want to preserve? Pacifism is the flower of Quakerism, it is not the root. Direct communication with the Divine is the root. Does this lead to increased membership?
- Be more careful of the work we take on. Recognize when a gift of a life is over, maybe the work should be over.



**Sunday November 10, 2019-11-09**

### **NOTES**

The accompanying three Queries were read and attending members were asked to respond in a worship-sharing format. [Each letter represents a response]

- What is the essential work and purpose of CYM?
  - IF CYM were just beginning in 2020 what would it look like?
  - Where should we put our financial resources and human energy?
- 
- A. I think of CYM as the administrative body that hold together the yearly and half yearly meetings. Through the years people have asked why do we need CYM as an administrative body. If we did not have CYM, I don't think that the local Monthly Meetings would exist. Because individual monthly meetings don't actually communicate with one another, they need to be part of something bigger. CYM's outreach is important; without which, smaller monthly meetings would cease to exist.
- B. There is definitely value to having a larger administrative body that unites other smaller meetings. Currently the cost to meet both at Canadian Yearly Meeting annual gathering and Representative Meetings is huge. CYM could shift to integrating the business of CYM in the half yearly meetings not requiring so much travel. It is financially stressful for members and attenders to attend yearly meeting, and they often choose to attend half yearly meetings as the first choice.
- C. Also air flight is very bad for the environment and we have technology to facilitate the video and teleconferencing required for the Administration and Representative Meetings and save expenses for CYM on transportation.

- D. Wondering if British Yearly Meeting, upon which CYM's organizational procedures has been modeled has encountered similar issues, especially given that the distances are SO much less.
- E. Consider that the Half Yearly meetings are declining in attendance as well. Can there be a concerted effort to hold Atlantic and Western Half Yearly Meeting and the half yearly meetings in Ontario at the same time? There can be coordinated teleconference scheduled during these meetings to bring Quakers nationally together.
- F. A seasoned Friend stated that the CYM Committee work was a deep spiritual experience. The teleconferences are good, but only after the true relationship that has been nurtured in person through committee meeting engagement. If we are to have this work, we need monthly meeting participation and commitment to grow. If we are going to get rid of the national level then we need to deepen the Meeting on the local level.
- G. We need to have more people involved in the Quaker Meetings and worship group. We are actually practicing Quaker values but only when there are people attending and participating on the local level.
- H. When new attenders were asked if it was by teleconference that relationships were built, they replied that the teleconference meeting had moments of inspiration, but lacked the relational depth of in-person meetings.
- I. Our Meeting gains from visitors that have come in the past. It was asked if CYM could send representatives to monthly meetings? The Visitation program is an example, but it was noted that there needs to be a request and willing Friends who can come.
- J. Local Monthly Meetings are the heart and soul of Friends in Canada. It is in the monthly meetings that newcomers find Quakers and our ways of worship and living. The most important focus of all Friends is to reach out to spiritual seekers who may wish to attend and become members of The Religious Society of Friends.
- K. CYM has big aspirations and small membership to support the infrastructure and work.

- L. If we continue to exist, we need to do two things: cut costs and bring in more money.

Cutting costs: hopefully the questions from CYM will bring in some new ideas.

Bringing in more money: we must stop being so up-tight about this. Our priorities are illuminated through the places we spend our money. Other churches encourage tithing (10% of income). Members and attendees need strong encouragement to give. We also need to have some idea about how much is needed and how much each person or household should give.

More money also comes from more people attending. We should take a lesson or ten from evangelical churches that pull 'em in by the hundred. They are highly friendly, warm, encouraging, and organized. Anyone who shows up is immediately welcomed, invited for dinner, and informed of upcoming events. Yes, our Meeting is friendly but many are not. Are larger gatherings friendly and welcoming to people they don't know??? Don't we believe in our testimony about community? Don't we want to encourage new people? Even if they don't give a dime, it's what we should be doing.

One of CYM's purposes: help connect Quakers across cities, to continue the tradition of gathering. The gathering is important, crucial even. **We learn to be a Quaker by meeting other Quakers.** Some noted that the gathering is the fruit of many, many of them unsung heroes, many of them women. But this gathering doesn't have to be every year. Regional gathering is another forum to meet, to deliberate.

There was a sense that the Quaker website isn't fabulous and the amount we pay to maintain it seems high. In fact, surprise was mentioned at the overall large budget of the organization.

There was a sense of wanting to hear more from what other meetings are doing, via CYM, and yet almost no one had consulted the Canadian Friend or discussed with Quakers via Facebook. Still, there was a sense of wanting more loopback, getting information across, up and down. It does seem that improving electronic communication could be a way forward, even if in-person work is crucial.

Many avenues seem untried: why not monthly Zoom calls?

It seems that CYM gathering tries to be many things, yet is simultaneously too long and yet, wouldn't be worth it if it were shorter. The gathering may want to focus less on business and more on nourishment and education.

A member expressed a fabulous dream of a biodiesel bus travelling across Canada and connecting Quakers.

**To foster a greater sense of connection to CYM, it was suggested that at every meeting or at least every business meeting in Montreal, that one tidbit about CYM or CFSC be shared with the group.**

████████████████████  
Nov, 3/24, 2019

Next Meeting for a Breakout Session on the 24<sup>th</sup> of November. Different people will be encouraged to attend. Send individual submissions to [financial-sustainability@quaker.ca](mailto:financial-sustainability@quaker.ca).

1. What is the essential work and purpose of CYM?
2. If CYM was just beginning and being developed in 2020, what would it look like?
3. Where do you think we should put our financial resources and focus our human energy?

A Friend found the YM process confusing. She felt there was a split between people who wanted to build the community from within, and those who were more oriented to social action. There was no appetite for giving anything up. The big question is how to make YM more significant to people. YM is essential to keeping us together as Friends.

A Friend has never been to YM. He feels strongly that the focus should be the human energy available rather than money. With the right objectives and programmes, the money will come. The wrong way to do things is to start with the money. The focus should be on forward movement without regard to past programmes or even present programmes.

A Friend was disoriented by the process at YM. His experience at YM was largely aggravated. He would like to produce a written response with several parts including. 1) The structure needs to be simplified. 2) The formation of half-year Meetings. 3) Better use of technology such as video-conferencing. CYM is premised on Canada and we have to understand what that means.

A Friend also found the process confusing. It sounded like nobody was willing to give up anything. She is on board with other's thoughts and gave the example of the Refugee group for LGBTQ people. She suggests every other year and that we should move thematically. For example, one theme could be Indigenous issues and the TRC Calls to Action. She is looking for engagement at the CYM level.

A Friend was at FGC recently and she says she finds it inspiring. Their committees are very large, as large as our YM. It uses a lot of human energy. Meeting for Business on Thursday and Friday morning. The rest is committee meetings. Other events are a singular issue such as anti-racism. They identified their 3 most important programmes. We could have a much more interesting yearly meeting. YM in session costs 40,000 per year and it is possible it will be laid down if we don't do anything.

A Friend was concerned at representative meeting 2019. She thinks that people don't know what we are spending money on. She looked at spending for 2018. Looking at CYM General Fund only, we spend 46% of income on programme. 48% is on administration. 6% is on committee work. People need to know where the money is primarily spent. We need to speak about staffing and their job descriptions. This needs to go to personnel committee. We actually spend very little on the Quaker service we give to Quaker Meeting (the 6%). Focusing on the 46%, 55% of programme costs goes to annual gathering. 6% goes to other Quaker bodies, ... This only serves 150 Friends out of 1,200 nominal members. Note this does not include Camp NeeKauNis or CFSC.

A Friend says the CYM issue is a sustainability issue and relates to the fact that our population is aging and shrinking. In New Zealand there was a YM session and Summer Gathering. The YM got work done and supported individuals and committees and taking action into the world. Summer Gathering was to create a community, to create bonds and to bring in Young Friends. The critical mass problem of Young Friends was recognized and therefore strongly supported at Summer Gathering. The YM gathering isn't supporting the community building. We need to think about doing the business through technology. Issues such as the climate crisis now have broad support. It's possible to link our justice and peace issues to the work of other churches, organizations and individuals which would have the benefit of creating new bonds. Worries that the spiritual aspect would get lost.

A Friend found himself unprepared for the breakout sessions. He didn't have a financial understanding. As far as the purpose for CYM, he read recently about a description of the first YM that was formed. It organically came together to 1) care for the imprisoned and 2) the poor and destitute. Those two elements still have a remnant of a presence in CYM. We need to care for each other, and to focus on education (what it means to be a Quaker). We should ensure Meetings are doing well. As far as taking care of the destitute, [REDACTED] has hungered for a issue around which he could rally. He asks, what can we do as a group and how can we include individuals who do not consider themselves to be activists? It doesn't seem we're working on something big together. He'd like to be asked to engage on something at the CYM level. He liked how Friends worked in early days, their work brought them together and their community grew.

A Friend suggests bringing people together to create new bonds. He would favour a YM in session happening every other year. Recently when he attended an E&O committee meeting he was impressed with Cameron Fraser's work. He helps committee's to get their work done. He feels Cameron's skills are essential. There might be fewer programmes moving forward. There would be an E&O programme. He noted that 5,000 people identified as Quaker on a recent census, but we don't know who they are.

A Friend is not strongly connected with CYM. One essential purpose of CYM is that Canadians get together and share and become enriched by our diversity. There is incredible value in holding CYM in different regions. These would be like a larger regional gathering, but it would be hooked up with other Meetings and Worship Groups. This would be on a way to cut back on the footprint and the costs. Not only for CYM, but also for individuals and families. CYM would meet in one place every 5 years. CYM is a hardship for families. We would get more people involved if it was shorter, like 3 days.

A Friend says the programs are YM in session, the Canadian Friend, the website, and the archives, the dissertation programme, online courses. Our budget is about \$350,000 per year. There must be administration. Administration supports the work. We have great difficulty appointing people to positions. The 20-30-40 year olds are missing. This means that the staff are essential. The Clerk's committee meets monthly and they address personnel issues. There is a huge body of people with little expertise who are interested, but because of the lack of expertise bad decisions can be made. We do need to pay people to do certain types of work. Office administration is essential. To get archives work we would need a professional cataloger at \$80,000 per year. The Canadian Friend could be online rather than printing it, which would save us \$10,000 per year. YM sessions should build our spiritual life.

A Friend does a lot of web-based conferencing and finds many aspect of work are supported well. He says it's important to meet face-to-face as well to establish friendly relationships. Regional micro-meetings are a good idea. There should be a community building aspect and the business aspect. Many

people were not happy with the experience they had at CYM. It should be uplifting and not an obligation. Part of the solution may be to fragment it using thematic and regional gatherings, and make other things happen electronically. You can't build a community electronically.

A Friend says that Representative Meeting and Regional Gatherings take on more responsibility, but it never comes to anything. It would be great if Representative Meeting did most of the business. It would be great if CYM was fun, and there would be a way to learn about what other Meetings are up to. Make YM more of a holiday atmosphere. In the first yearly meetings it was about cementing community bonds. Each Meeting reported to the question "How has the spirit fared among you?" That was the entire yearly meeting. A 2019 spin on this idea people could bring photos ...

Better use of technology is essential, but there must also be a face-to-face connection. We question the ethical and financial aspects of flying and that this will become absurd. There are massive changes surrounding us. We have to cope. We have to build the spirit within us on a decentralized basis.

There is a suggestion that committees have people who are all from the same region. Then they could have face-to-face meetings at regional gathering.

A Friend said that CYM should be attended by people who really feel led to be there. And that this should be a much smaller number of committed people. The work should be in the background of the more important work of community building and social work. Business Meeting and M&C are one in the same, both are supporting and enabling the same Quaker process.

A Friend feels there is a top-heaviness and a feeling of obligation that people should go and this weighs heavily .

A Friend feels obliged to go to CYM now that she's on a committee. It polarizes people and it feels elitist.

A Friend says 90% of the agenda could be skipped.

There is a dated expectation that people should go to Business Meeting.

There is a feeling of dismay when it is all about Meetings and no fun. People who sit through so many meetings are not grander than the rest of us. Isabelle thinks we really need to consider what a YM would be like if we put families with limited income and those with limited holidays at the center.

We need to focus on Youth. We can't forget them.

Other points

- Meet to establish stances on our testimonies with national meetings in Friendship.
- For publishing these ideas.
- Essential purpose organizing annual session and outreach
- Rebuilding process rebuilding interpersonal relationships. Not having service part of the discussions but building knowledge of your community.
- To unify Monthly Meetings but a place can be more.

- Why did you go? Why did you not? If this is a struggle why? Meeting other Quakers being with like-minded people. Not worth the money? Then what would make it so.
- Memory of first YM wanted to feel the energy of being with Friends. Made good Friends opportunity for service, good bible study. Do struggle with business and lack of context. Nationally based projects? Quaker education on process and doing solid business.
- Cost of annual gathering and office 60% of our expenses.
- Should we meet every year? Ecological footprint.
- Is what we spend on E&O enough? Changes in personal wealth.
- What about YM business? Should we become more like FCG? No! Our business process is precious. We should have this at national level. This is valuable. We should Sharing news about national work.
- Too many positions! Too much work? Testimony of simplicity!
- Incorporation of CYM? Is it time? Should we do this to protect people who provide Quaker Service?
- There is importance of YM gathering, but how frequent does it need to be? Where do Regional Meetings etc fit in decision making?
- Why not regional gathering once or twice then an annual gathering. A week is needed to build a community. Time to heal building relationships takes time.
- Digital forms of communication are troubling. Not as much of a heart connection. There is too much danger in baring personal details on line.





19-12-09

9 Friends present

Query 1: What is essential work and purpose of CYM?

To act as glue between all the Quaker groups across Canada and to speak for Quakers as a whole. To supervise the various committees and to organize any necessary business sessions. To look after any realty properties and financial holdings of CYM and to maintain a central office.

It represents a national voice once there is unity on a particular issue. It gives meetings a chance to communicate with each other in a CYM session.

In an ideal world, if meetings decide on a particular issue they would let CYM know and then several meetings who share the particular view could get together to work on the idea or program.

To further spiritual growth among Canadian Friends and aid communication among Friends.

The word 'Support' comes to me, listening to the voice of the Spirit among us. Support is needed by many small meetings across the country. It is easy for that spark to go out. Spiritual support is needed. Teaching of Quaker process is wanted especially by Young Friends. CYM coordinates such.

In addition from a legal point of view CYM is responsible for any actions taken. Communications from the CYM in Session has to go back to the meetings across the country.

I am not 100% committed to the present structure.

When did CYM find itself in a deficit condition? In 2013 ,2017 and 18.

CYM is the voice of Friends in Canada, it presents the public face. It supports the MMs and worship groups which is extremely important.

Query 2: If CYM was just beginning and being developed in 2020, what would it look like?

This is a much more difficult question. I would like to see it looser to allow MMs to be more independent.

We'd be much more conscious of climate change. We are in a similar situation as early Friends were who thought the end of the world was coming. But we would be much more conscious of modern ways of communications and realize that instant communication is possible.

A vast number of groups would be existing who would start to discover each other and would develop in unison and choose a central group coordinating, which is what we have already except we would communicate electronically and would not be physically moving around.

I am thinking of travelling ministers among early Friends walking, {going on horseback or in horse drawn carriages}, which connected different groups of Friends and added to their spiritual development. {Other Friends took over much of their work while they were away and not receive payment for it.} Now we have to consider travel costs which are large and ever increasing..

To start now a lot would be on the internet, on Facebook etc. We would exchange documents electronically. We might develop a testimony against the use of fossil fuels. We would have stronger regional gatherings to see Friends in person. However, we have difficulties even now to have people in our meeting attend our Regional Gathering.

Everybody is so busy.

I find my usual optimism sorely tried. I'd like to see that any religious group should only be allowed to exist for 50 years and then must find serious renewal, because the forms become petrified and become more important than what was and is most important. We lost a generation in our Friends family. Who is going to start this new CYM? Social projects seem to have taken over in many meetings. Are our leadings true leadings or are they intellectual decisions?

CYM may have to adopt some business practices. It would start at the local level, meeting with others by internet, then perhaps have a newsletter. We would not have an organisation as we have now.

It may start with a general meeting with perhaps 2 reps of each Monthly Meeting in Canada to decide on essentials, remembering that the true power lies in the Monthly Meetings. These Friends would in fact be what is now Representative Meeting and make all the decisions for Quakers in Canada. They would meet once or twice a year in a central location and maintain a central office. They would choose and appoint 2 or 3 Friends e.g. the Committee of Clerks, to organize these meetings and speak for Quakers in Canada. Social and spiritual ties between Friends across the country could be retained by weekend get-togethers with specific themes in various locations. To attend such meetings Friends might be supported financially as funds in the Monthly Meetings and possibly the national body which is supported by MMs would allow. Such meetings would be for the spiritual and social nurture of participants and not conduct any business.

Engaging with the CYM office frequently and attending meetings I feel that we are burdened with our structure, with all these committees etc. We need more simplicity, our business is killing us! We should focus on our strengths not our weaknesses. Our organisation is killing us. A simpler structure would nurture us, we need more simplicity. {Several Friends agreed.}

Video Conference calls are almost as good as meeting face to face.

You may not even need the video.

We will return to the specific example of the query which came from our meeting and was brought forward to CYM and was not dealt with.

Query 3: Where do you think we should put our financial resources and focus our human energy?

On Education and Outreach.

We should use both our financial and human resources to maintain a central office and website and support programs and activities in keeping with our fundamental beliefs. Committees should be located in certain localities, but switched around perhaps every 3 or 4 years, so that all Friends groups across the country can gain experience in and knowledge of the various activities of Friends, and avoid having to travel around the country. The Pamphlet committee does this. Alternatively, e-meetings could also be arranged.

I question that Friends moved to represent the meeting expect to be paid for all their expenses. In the past Friends would first consider, if they could afford it, and only if they could not they would apply to the MM, the Half-Yearly Mtg. and CYM. I have been very concerned about our current deficit situation. We should not do this.

A Central office is critical. [REDACTED] Support for our youth is also very important, even with paid staff, also our relationship with Jails and Justice, Peace, and Indigenous concerns. I would not support an annual gathering, even though I love it. It costs \$30,000 net.

Nurture is more important than the annual meeting Supporting the Website is likewise very important. Examine our committee structure. Sending Reps to all the other organisations may not be good use of our money, we need to look after our own needs first.

I am upset that our financial resources are so limited. The annual begging letter should not be necessary. We need more discerning in favour of having some paid staff, instead of paying Friends to take trips to meetings of other bodies.

Let's have less frequent annual gatherings. Perhaps one every 5 years. Be more fiscally responsible. Have central office. Keep job of coordinator with emphasis on youth.

Less frequent annual gatherings, less support for other bodies. Emphasize spiritual nourishment, keep the Website.

After Lunch

Going to the internet presupposes that all Friends are internet-knowledgeable which they are not--yet. Our young Friends certainly are, and we [older Friends] are dying out.

Let's get back to specific examples: PMM forwarded to CYM the suggestion of having a query on our relationship with Indigenous People, after one of our members returned from Australia with a query Australian YM had fashioned. There was some correspondence, but nothing happened.

At least three years ago we submitted a section for Organisation and Procedure, dealing with conflict in a meeting. Nothing happened as yet.

Some of our active attenders have asked for copies of O&P which are out of print. I got prices locally to

have some copies printed, and to reduce the price could have 100 printed, sending the majority to the CYM office, [REDACTED] has received a number of requests for them. However, when asking the appropriate committee's permission to copy some, they felt that the earlier parts are too dated, though not wrong. Well, it is on the Website, so let us print it. Monthly Meetings need to take back all of their power as the Yearly Meeting is not functioning as it was set up to be.

## Thoughts in CYM Financial Sustainability

For submission to Ad Hoc Committee on Financial Sustainability in January 2020.

### **Suggested Queries for Consideration**

- *What is essential work and purpose of Canadian Yearly Meeting?*
- *If CYM was just beginning and being developed in 2020, what would it look like?*
- *Where do you think we should put our financial resources and focus our human energy?*

In the fall ( September 2019), Saanich Peninsula MM held a worship sharing to reflect on our relationship and level of support ( participation and financial) of Yearly Meeting. We undertook this sharing as preparation for assessing the recent request from CYM Finance Committee to increase our Monthly Meeting annual donation as well as to process some of the material and discussions held at CYM 2019 regarding the Ad Hoc Committee on Financial Sustainability.

The notes from this session captured much of the same conversation as the queries distributed later in the fall. Our Meeting members asked that these notes serve as our meeting's submission for the request from the AHCFS.

Notes from Worship Sharing 30 September 2019.

### **What We Value about CYM**

- CYM is a tool to unite , link Canadian Friends, a much larger cohort then we can experience or learn about through our local collection of Friends
- The administrative role - directory of Friends and meetings across canada
- A national "Canadian" hub for education and outreach resources
- The Canadian Friend publication-
- Several Friends questioned the ever expanding role of CYM to do the "work" of Canadian Friends- wonder if there is too much expectation - given the few Friends across the very big country.
- Value CFSC as a voice for Canadian Quakers - seems a more effective and responsive voice for Friends- and a concrete outlet for action and to practically support
- Two new members previous experience with a larger denomination see Friends as potentially less complicated- simplicity valued, want to avoid church bureaucracy

## **Our Concerns with CYM**

### **The Annual Gathering**

- Does not seem realistic - too great an expense to be held annually
- Attending occasionally ( every five years or so) not always felt welcomed - included - sense that they were not “ a regular”- inner circle
- Too great a cost for individual to attend annually - espeically given our geographic location ( BC coast) -
- Experience at gathering seemed “great busyness” not very restorative or enriching
- Friend felt not welcomed as a very Christian Friend is language and beliefs
- Long time Quaker but never been to CYM- not interested, and travel is prohibitive for them- significant physical accessibility issues- would be too daunting-

### **Small Numbers across Great Distance**

- As a meeting we were for many years keen on the possibility of two yearly meetings but we have moved beyond the simple suggestion of creating a second western YM
- Now want to find a way to shift the work of CYM- reduce its role - grow the support of regional gatherings and ways to build fellowship -
- CYM current model is NOT GOOD for the PLANET- horrible rolemodellng
- Historic creation of CYM was focused on fellowship not as a National structure
- Traditionally Friends business structure is focussed on the Monthly Meeting - so the stretch of few dollars and few people to also do national work seems misguided
- Extra challenge to participate on CYM committee work as great distance
- Hard to increase our financial support for yearly meeting- competing with other requests including CFSC
- One Friend previously participated - but will no longer attend for environmental concerns

## **What We Support Going Forward**

- Currently not interested in increasing donation to CYM - want to reduce the amount we give to redirect some of those funds to CFSC as they have also made a specific appeal

- - want to see what potential change might happen for Friends to do work nationally
- - connect and chance for Canadian Quakers to lead - do things differently
- - then we may revisit our donation level
- Interested in putting energy and financial support into local and regional gatherings and connecting with local Friends
- Direct energy ( people and money) to resurrect an annual Island Gathering

**Follow up**

- Respond to request from CFSC to increase their donation from our meeting
- Respond to CYM Finance committee to outline why we will not be increasing - actually we are decreasing our current annual donation as a meeting



[REDACTED]  
To: "[financial-sustainability@quaker.ca](mailto:financial-sustainability@quaker.ca)" <[financial-sustainability@quaker.ca](mailto:financial-sustainability@quaker.ca)>

Cc:

Bcc:

Date: Thu, 06 Feb 2020 23:23:39 +0000  
[REDACTED]

Hi Friends,

I hope that this is still able to be accepted.

[REDACTED]  
[REDACTED]  
[REDACTED]

### **Appendix: Notes on MM Discussions on Sustainability and Health of CYM**

Query: What is essential work and purpose of Canadian Yearly Meeting?

Query: If CYM was just beginning and being developed in 2020, what would it look like?

Query: Where do you think we should put our financial resources and focus our human energy?

Understand that what they're asking for is affirmation that it's worth holding Canadian Yearly Meeting. CYM's purpose is clear -- to provide support for the spiritual lives of Monthly Meetings.

If we were just starting out, I imagine we might create more of a network -- information sharing, visitations, and we would understand that the heart of the Quaker community exists in local and possibly regional meetings, and we might not have a national gathering, but instead a stronger focus on Monthly meeting and more regional meetings. The major purpose of CYM is to let people know about Quakerism and the Quaker tradition, particularly liberal Quaker tradition, and to create space for people to learn about who we are. Our purpose is to be a sharing space where people learn about the Quaker tradition and share and continue to build the Quaker tradition and the Quaker community.

If we were moving to a more diffuse structure, we would be shifting to be more like the structure in the US -- a structure like FGC, with separated Yearly Meetings in the different regions. It would make attendance easier, especially with growing environmental concerns. It might mean more business for regionals like WHYM. For Friends who wanted very large gatherings, they might attend FGC in the US.

One model that I have thought about is the Scandinavian Friends where Norway, Sweden, Finland, and Denmark all have Yearly Meetings, but between the 4 of them they only have about 500 members. They have periodic Scandinavia-wide Meetings (3 or 4 years). While numbers are small, they have a certain amount of energy.

I think the value of a national presence can be maintained by something like FGC, a group operating under the direction of multiple smaller Yearly Meetings, centralizing some things and decentralizing everything else. Things like Canadian Friend (communications). But I think one of the things that Yearly faced is making decisions -- Meetings would have to do Yearly business on a half-yearly basis.

I agree that focusing on the local community level is really important and not getting trapped into bureaucracy that has been there for a long time. Focus on bringing in Young Friends who have the energy for Young Friends gatherings -- support from CYM for that is important. That may change to regional gatherings, but support for it is important.

For me, the essential work of CYM is first and foremost to support Monthly Meetings in their work, and second to provide internal education and external information and outreach to the larger community.

[REDACTED]

There were 12 Friends at our consultation for the sustainability of CYM which we held after Meeting for Worship on January 5, 2020. Most of our group have not been to CYM in session. A few have been a few times. Friends were also given the opportunity to email responses.

A bit of background information from the Representative Meeting was read and also two excerpts from the Canadian Faith and Practice.

### **Thoughts of Individual Thousand Islands Meeting Friends:**

*Notes written* [REDACTED]

- “My thoughts and energy and donations are all under the concern for our dying planet.”
- CYM is very important. It is the glue that binds us together; brings cohesion. It is our national voice, internally and externally. The peace testimony is more important now than ever. More attendance at CYM in session is needed. More understanding of CYM is needed.
- Agreement with above
- We need to consider our large geography and the costs associated.
- Beef up regional gatherings and cut back on CYM
- Use some of the CYM resources for regional gatherings and half yearly meetings instead of CYM in session
- The meaningful part of Quakerism is coming to Monthly Meeting. Concerned about the environment.

CYM In 2020:

- More streamlined, realigned, more on-line meetings
- More use of technology, use of training, resources
- A lack of personal connection would be a loss
- Personal contact is important
- CYM is responsible for reconnecting
- Small meetings are better; more personal

[REDACTED]

**Response to the National Consultation with Monthly Meetings and Worship  
Groups concerning the Financial Sustainability of Canadian Yearly Meeting  
Notes from our discernment session held on Sunday 5 January 2020**

Present: [REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]

We began with a brief period of worship, after which [REDACTED] provided a brief introduction and distributed two pages of information about the role, activities, and finances of Canadian Yearly Meeting. We took a few minutes to look through these documents, and then dealt with some straightforward factual questions about Yearly Meeting. [REDACTED] explained the Claremont dialogue format and read the three queries that we have been asked to consider and respond to. We went round the circle several times. Friends chose to address one or more of the queries. Our session lasted a little more than an hour. The following are notes taken during this session. They have been lightly edited (so as to be readable). They are grouped roughly according to query, *but there is considerable overlap.*

***1 What is the essential work and purpose of Canadian Yearly Meeting?***

Regarding the purposes and essential work of Yearly Meeting: the publication and updating of our two publications – *CYM Faith and Practice* and *CYM Organization and Procedure* – are very important. These documents give us an idea of who we are. We need to have a strong voice in Canada, especially on issues concerning peace and social Justice.

In terms of the essential work and purpose of CYM, the Yearly Meeting and the Canadian Friends Service Committee are our public voices. CYM and CFSC give us unity and a means of communication.

One Friend who “loves CYM and the Gatherings for so many reasons” has talked to many Friends about CYM, and hears that Friends who might make individual donations to CYM can’t fathom what CYM is doing for its members. They see CYM and CYM Committees as a lot of busyness but nothing seems to be happening. These friends spend their energies and \$\$ on their Monthly Meetings, not on CYM.

Yearly Meeting should be seen to be working for individual Quakers and for monthly meetings rather than simply looking “busy” on committees.

The Yearly Meeting Gatherings have a high value but they are expensive. The deficit could be dealt with. The deficit increased when the number of "required positions" was increased.

CYM needs to be seen to be working for its constituent members rather than just standing committees.

One Friend "hasn't been to a Yearly Meeting Gathering recently" but values CYM as a parent body. Monthly Meetings look to CYM for guidance. Sometimes that guidance is not found. For example, when the TMM Trustees were looking into incorporation, there was no Canadian model. *CYM Organization and Procedure* is the only document we have that we can give to other people to explain what we do. The workload of the TMM staff has ballooned because of increasing government and employment regulations and requirements. There is a lot of work that goes on behind the scenes. Could the Yearly Meeting develop resources to help larger monthly meetings deal with these sorts of problems?

Our Yearly Meeting should support the monthly meetings across Canada with ideas and resources – along the lines of the work being done by the Education and Outreach Committee. This kind of support will help us to fostering our young people.

Monthly Meetings struggle with a variety of issues. Are they able to get support guidance from CYM?

Clerks of Yearly Meeting, Yearly Meeting Committees, and Monthly Meetings have to work very hard.

Every committee takes on a life of its own. We are all over 60, and we are all burned out. We're spinning our wheels.

There is burnout at some at Yearly Meeting gatherings. Friends who are deeply involved in the proceedings don't get much sleep during CYM-in-session. But we do need to interact with each other face to face. The business is important and fellowship is important. And we're not as old as all that!

Yearly Meeting Gatherings are important We need to meet face-to-face, not just online. We are social animals.

The Yearly Meeting Gathering is very important for some Friends across Canada, particularly Friends in small meetings. Yearly Meeting Gatherings are important because they bring Friends from across Canada together. Face-to-Face meetings are important!

One Friend "never goes to Yearly Meeting Gatherings" but wants them to continue because "it strengthens us."

## ***2 If CYM was just beginning and being developed in 2020, what would it look like?***

Yearly Meeting Gatherings are expensive and we run at a deficit. Could the Yearly Meeting Gathering be cheaper to attend? There is financial assistance but not enough.? Many people don't go at all. If we were starting Yearly Meeting fresh what would we do? Would we have a gathering? Are there other ways to accomplish what we would need a Yearly Meeting to do? We could look at putting our faith into practice, look a gathering focused on a social justice issue?

One Friend noted that in this day and age, we still print our journal – *The Canadian Friend* – on paper and partly in colour. We could save money with online publications.

One Friend pointed out the impact on Monthly Meetings of the CYM decision to stop printing printed copies of CYM minutes and reports. That shelf of our Meeting Library shelf ends abruptly at 2013. Even now – *even in this day and age* – there are times when we need a printed paper document. We often need to consult earlier minutes and reports, and we don't always a device right at hand to access quaker.ca. Many Friends have felt increasingly out of touch with the Yearly Meeting because without easy access to minutes, they "don't know what's going on any more." Meetings have, to some extent, made their own printed copies, but a little leadership and organization, *and good printable documents*, would go a long

way. Perhaps we could institute a reliable Yearly Meeting “print-on-demand” program that would work locally??

One Friend hasn't been to a Yearly Meeting Gathering but would like to go.

However many Friends across Canada never come to Yearly Meeting. Some of the reasons are financial but not all.

Britain Yearly Meeting meets for a shorter time (a weekend) and then they have a larger longer meeting every four or so years.

Should we hold Yearly Meeting Gatherings every year? Can regional sessions also play a role? Some of them are not very strong, and there's not much support for them. How can we make them more vital?

Can we make regional gatherings more important so they can fill in the gaps between Yearly Meeting Gatherings. Many Half-Yearly Meetings don't do much business. Half-Yearly Meetings should discuss these queries and have more meaty stuff in their sessions.

How do we restart CYM? When we discuss these questions, staff and Personnel Committee are sometimes identified as the problem. This is upsetting for everyone. Such discussions should not be public. Today, in order to run an organization, you need to have some staff for complex and legal things. We have had a problem of non-management. Now CYM is going to look an organization that needs to be managed, to look at needs.

It is hard to make Yearly Meeting Gatherings cheaper. Having the Gatherings every two years would work, but we need to make opportunities for isolated Friends and Young Friends – and especially children -- to get together.

As we are redeveloping our Yearly Meeting, we will need short-term, mid-term, and long-term strategies and plans. Financial sustainability is important. We need to do serious fund raising. Once we get past this present hurdle, we need to do long term-planning

We need to involve young people. We see a lot of them at Meeting for Worship. We need to involve them. They don't have volunteer time. We need someone to work with them, to bring them in and involve them.

We need to build membership and then that membership needs to support the organization. Today an organization cannot be supported by volunteers alone, but we should figure out what volunteers *can* do.

There is an intergenerational gap. Young people are searching to spiritual guidance. The structures of CYM are from the nineteenth and twentieth centuries. We need to deal in a twenty-first-century world – the world that young people inhabit – an online virtual world. We can't compare ourselves to Britain. We need to look at our situation with their eyes.

It is hard to find people who will clerk CYM, or Monthly Meetings. We cannot run organizations on a volunteer basis. We need to manage better and look at our needs.

### ***3 Where do you think we should put our financial resources and focus our human energy?***

Regarding staff – and the management of our staff – we need to look carefully at our current practice and figure out how we can change that practice to make our programs financially sustainable. And *we, as Friends*, as a Yearly Meeting, need to *agree* to that change.

We need to choose where we will put the financial resources and human energy of our Yearly Meeting and focus on those areas. We should choose a few priorities and then act on them. Find out what staff and resources we need and get the required staff and finances in place. Management of staff is very important.

Staffing and management accounts for about 55% of the CYM budget. We need to be very careful, however, when we are talking about staff, and about changes in Yearly Meeting programs and priorities that will result in changes in staff. We must always remember that these are people, (and a number of them are Friends). We need to treat our staff well and support them as we talk about our need for change and start to make plans.

For many years, we have rented a venue for the CYM Gathering. *But we own a venue!!* The buildings are not big enough and there are other serious drawbacks. But if we had started to invest some of our money in the NeeKauNis property forty years ago, we would have it to use now. Can we start to invest in our own property? We might have a CYM Gathering there and invest the money we would have spent elsewhere to improve *our* property.

CYM needs donations. If *everyone* gave \$30 a year would CYM be OK?

The Yearly Meeting's finances – and those of some monthly meetings – are in trouble. Our finances are in trouble because of a lack of donations. But the real problem is our lack of people. The real priority is to build our membership. We can focus on this priority.

CYM needs staff. Committee clerks have a lot of responsibilities. Clerks and staff are working very hard indeed. The Young Friends say they need the CYM General Secretary to keep them together. This is an important priority. Today, neither the Adult Young Friends nor the adult Friends have the time to do this any more.

Money is an issue. We need to figure out what staff we can afford and then figure out what they can do. We used to have two staff people. Then we added a Secretary. When you add staff you come to depend on them and the work that they do. We need to examine our staffing.

YM positions and job descriptions, and what we need to stay afloat are two different things. Young Friends need our support. We have to start to give them money and then figure out what we can afford to do.

We say that YM is important and then we ask them to save money on sessions and staff.

We are an organization that has international, national, and local responsibilities. Employees do the work that we cannot or will not do. We need to recognize that. We need to get real.

A Friend was excited about the youth secretary we had years ago. This was an important step forward, but it did not work out well.

A few years ago we got a one-time donation of \$250,000. It was immediately spent on the CYM Secretary.

What are we going to do? We need to prioritize; what money do we need and what staff do we need to do it.

Many would point to the problem of our finances as the large amount going to personnel, but most of them are part time. There are three staff now and they hear all this talk and fear for their jobs.

Donations – Don't not look at it that way. We are supporting a cause we believe in, and thus should give more support. We have to determine what needs to be done. We have international, national and local responsibilities. Get real.

[REDACTED]

**Special Called Meeting Concerning the Financial Sustainability of CYM**  
**Sunday Dec.1, 2019**

**Queries:**

- **What is essential work and purpose of Canadian Yearly Meeting?**
  - *1st time attending CYM in 2019. Struck by depth of relationships. One time of year Friends from all across Canada gather, to consider how we are led to be in community nationally. Very moving - lectures, Bible study. Also considering financial sustainability. Call to radical transformation. Looking to CYFYM, which has just gone through radical transformation. Out of this comes the wisdom of not holding on to old structures which are holding us back. Importance of connecting intergenerationally. Feels like we are ready for some honest grappling. How do we change, yet hold on to the core of how the spirit is moving us?*
  - *CYM gives Canadian Quakers a voice at the national level, with government, other churches etc.*
  - *Having been part of CYM for many years, I see that Quakers used to be the forerunners - ahead of the trends to see what was coming and needed addressing. Now it seems that we are the last to get on board, to tackle important social issues. Now we tend to jump on board of campaigns which are already running. Maybe we need a whole new way of looking at things. We need to take stock, wait for inner guidance. What is the underlying illness which besets humanity on a global scale? So many people have that emptiness inside, the inner seed is locked up. People fill the emptiness with consumerism, hobbies, travel pastimes etc. Our world is so “result-oriented”. The process of how we get there is as important as the result.*
  - *I had the privilege of serving as rep. to FWCC for several years. Got a good sense of how other YMs work. They all had their sessions over a weekend. CYM is an exception that way. Having a week-long gathering is very ambitious. Also struck by the fact that CYM does not do as much seasoning prior to coming to the floor of CYM, as other YMs. We could do more to pre-season agenda items prior to coming to the floor of CYM. Rotation of location of CYM resulted in a different demographic, which required a lot of time for new people to “catch up” with what was going on. Having the gathering in a more stable location, i.e. Winnipeg, would provide for more stability. It would also reduce costs. I support the decision to maintain the same location for CYM.*



- *I've been to CYM once, and have also been to WHYM. I found great value in sharing common interest and concern with the people I met. The numbers of Quakers across Canada who have the resources to travel to national gatherings is limited. Perhaps we need to narrow our focus, take on fewer issues, considering the limited resources at our disposal.*
- *Fellowship is a core purpose of CYM.*
- *I used to go to CYM regularly, but once I had kids, this changed. I found it to be inspiring: the fellowship, different perspectives. Came back feeling more grounded in business meeting. Witnessing well-clerked meetings was educational. To me, the idea of regional YMs makes sense. Idea of linking the spiritual connection with a networking function - having resources for MMs by pooling resources.*
- **If CYM was just beginning and being developed in 2020, what would it look like?**
  - *I've attended 2 CYMs. People travel great distances to attend. I saw someone with a shirt which said: "Collapse now before the rush". CYM has a real opportunity to change our structure to make it as independent from fossil fuel as possible. How can we move from a national to a nationally focused set of regional groups? When meeting locally, let's make ourselves more sustainable and relevant.*
  - *A YM is regional. It gathers together a number of regional Monthly Meetings and 1/2 YMs. If beginning in 2020, it would look like 2-3 YMs: Western, Central & Eastern. We could have a 1-week residential gathering, but it could be more like FGC, more educational, fellowship. The business of CYM could be handled by Representative Meeting. The idea of 1 week of business meetings doesn't make sense. We can't continue flying all over the place.*
  - *It's important to be together physically with others - not just connecting via technology.*
  - *CYM is like a tree - if it doesn't take up nutrients, it will die. Our nutrients come from our Meetings for Worship and Business. It is essential.*
  - *The core of Quakerism is at the MM level. This should be our focus. Canadian Quakers could move to having 3 YMs, and a national gathering once every 2-3 years. Financial resources could be generated by projects.*
  - *We tend to think of our YM as being from east to west. Perhaps we should explore the possibility of thinking north to south. Perhaps we should send a delegation down to the US to Pacific YM to explore this.*

- **Where do you think we should put our financial resources and focus our human energy?**
  - *Friends are not known for “efficiency”.*
  - *We need to either increase revenue, or decrease expenses. If every Friend donated \$100, we would have enough revenue.*
  - *As a YF, if I had gone to CYM first, I don’t know if I would have stayed. I found home first at WHYM, then to FGC. This was very grounding. Took me 10 years to come back. But I needed the nurturing that came from WHYM. If WHYM becomes too business-oriented, I’m afraid we would lose this sense of nurturing. What I want for my own kids is the spiritual nurturing that comes from the fellowship of WHYM etc. How do we pare down some of the work we do in committees? Maybe more of it can be done by video-conferencing.*
  - *If CYM moved to meeting every 2 years instead of every year, how far would that go to balancing the budget?*

██████████  
**Responses from December 8, 2019:**

Please note that no Young Friends were with us today, although several sent regrets. There were 11 Friends present, and a number of regrets.

Format used: Quaker worship sharing, only speak once, no rebuttal.

**Round 1: Please describe the depth of your connection to CYM (CYM office; CFSC; CYM publications as well as your attendance at CYM in Session [hereafter CYM I.S.]):**

- My connection is as deep as it could possibly be, having served as CYM Clerk, on various committees at national level
- I have not been to CYM I.S. but I read, write, enjoy the historical information; the publications, the educational tools, etc.
- I feel an extensive connection to the Canadian context
- I teach the CYM curriculum and use educational resources often
- I have attended CYM I.S. and it was an amazing experience. I loved connecting with Canadian Quakers nation-wide and their deep experiences of faith. It was transformative to attend it.
- I am grateful for the publications and I feel warm support for CYM
- CYM is our voice in the world especially concerning peace and social justice
- It is our connection to the United Nations, to those areas of the world that need to be seen, ex./ of Burundi and CFSC
- Value of the educational resources should be mentioned
- The history of CYM is to pull the country together, to collect input from across Canada
- CYM represents the important differences between Canadian and American Quakers in terms of identity.
- CYM is a vital force for Canadians
- Attending CYM I.S. was invaluable; it helped the speaker feel more connected to Canadian Quakers
- Some people do not feel the organization through its electronic presence, so it is no substitute for in person, face-to-face connecting
- It was at CYM I.S. that I 'learned to be human'
- Appreciate the connections made at CYM I.S. immensely
- Not everyone finds inspiration in Quaker writings but in the people connection
- Very deep connection made through giving service to CYM
- It has been wonderful to experience Quakers through the eyes of Young Friends
- CYM is helpful, there is a huge difference between British and Canadian Quakers
- Grateful for the Discipline and Camp N. has been very important for my family
- Sacrament of marriage is greatly appreciated
- I feel well connected using electronic communication and that piece is important to maintain

- The date of when we experienced CYM I.S. is important because each time is different
- My experience of Western Half Yearly, Camp N. for my child, hugely important too.
- I feel CYM deeply in my body, it is very grounding
- CYM is full of resources that are useful
- Helps Quakers who are assisting newcomers to Meeting, in that you can direct people to the website
- CYM holds the history of Quakers in Canada, it holds the space for the Meeting
- Western Half Yearly Meeting very important
- Visitation is also important
- CYM is our presence in the world/living with Quaker values in the world
- History nurtures us
- No contact with CYM but I have had good counsel from people who do attend CYM I.S. and I can see the benefits
- Enjoy the Epistle of Ireland Yearly Meeting
- I see that O and P is important for the maintenance of Meetings
- CYM I.S. is too expensive for many people and it does not fit schedule
- The silence could be stronger
- Spiritual guidance could be stronger from CYM
- The heart of CYM is Meetings, I question that assumption. CYM must stand for individual members and support our lives to speak
- Potential value of silence needs to be upheld rather than the Meeting for Worship for Business

**Round 2: If CYM were to be started from scratch, what would be the most important things we would put in place first?**

- If we were starting anew, first steps would be administrative (trustees, M and C, Discipline and Nom Com)
- Key question for me would be what is its primary role, beyond administration?
- Support for Monthly Meetings
- A group that attends to how Friends learn from each other/how to live a Quaker way?
- Witness of the M.M.
- Heaven on earth, as if heaven was in us now (1650s, George Fox)
- Founding ideas of Fox and company
- How will we be? World feeling its troubles
- Very little \$\$
- If starting anew, priorities would be 1) CYM to meet in worship, expectant silence; 2) give communication and education resources; 3) provide sanctuary for Quakers, as in the example of Margaret Fell. Not use a building but a sanctuary of non-violence, peace, and so on, the values
- Sanctuary here in Canada but also worldwide
- Stay as strong as we can
- Climate Emergency in the world

- Technology does not substitute for in person contact
- CYM is brilliant but we cannot ignore the Climate Emergency
- Concern that the Light of Meetings are going out across Canada, but I am not sure about a solution?
- Physical interaction really matters but if are you older you cannot travel anymore
- Remember that the young are living and connecting through electronic means
- We need to embrace new ways of thinking
- If local Meetings exist what is the relationship to the national voice? We are interconnected
- We need to keep a way for national expression, especially for advocacy and the work of CFSC, F and P, (an example is the witness for gay marriage and how important that was), the Discipline and all the documents
- Top 3 priorities according to one person: 1) voice in the world; 2) knowing each other; 3) Discipline
- I believe that the carbon footprint of planes may be less than the electronic footprint, what is the evidence?
- CFSC must remain, or be joined with USA equivalent to keep the focus on social justice, these would be my priorities (as would be important to keep Camp N.)
- Priorities for another person: 1) need a central group to hold our history, to hold a space, that yields continuity and teaching what it means to be a Quaker?; 2) amplify the leadings and the witnessing that we find all over, at the local, national and international levels; CYM is crucial to this; 3) Discipline but keep refreshing and updating this; I note the valued of seasoned Quakers meeting with Young Quakers or newcomers.
- 3 priorities for another person: 1) founding Meeting, find out: who are we? Why are we here? 2) worship together 3) sponsor newcomers, rather like the AA principles of meeting, so that there is good cross-fertilization
- make today's equivalent of the original Valiant 60 of George Fox's day.
- We can feel a sense of isolation, of being spread across great distances
- How can we live as though heaven is present now
- Be joyful
- Guided by silence
- Our outreach to others really matters (a version of Quaker branding) We do not want to proselytize
- Fox united budding meetings into a Yearly Meeting so think about that
- Value of a common Discipline and how to keep it going
- Centrality of face-to-face interaction at the local and beyond
- Western Half; Central and Eastern, each group working at their region
- Maybe we could send Reps to a Rep meeting so that we keep meeting and connecting, not imagine everyone travelling to an annual event
- Use some of the structures in place and build on that
- CYM is the soul of Canadian Quakers
- Ex of Victoria Friends supporting and caring for MIAM up island and how we help a bit to keep the flame of Light alive when they are losing members

- The value of keeping 'sparks of Light' alive
- Global picture is very reassuring, and in Canada, think of the examples of Quebec United Quakers and their witness
- We have a learning opportunity to consider with our Quakers Friends in Quebec in terms of intercultural relations, despite the differences

Sent by email:

What I value the most about CYM is **getting together in person** with other Canadian Friends (ex. at the yearly gathering). **It is an opportunity to chat and meet with other Friends to see what they are doing in their lives (and self reflect). It is not the same as only connecting with local Friends.**

However, I do not attend much of M4W4B at CYM as I prefer to volunteer with the youth and visit the area too when I can. I definitely talk with other adults who are in the youth program and during meals (especially Food Coop); and, I love the music program (singing in the evenings). Singing together should be more of a priority!!

I used to volunteer part time with the youth, and then participate in more adult activities. This was a better balance. **However, I could not attend CYM at all these days if it would not for the newer exchange program (one can volunteer with the youth all morning and afternoon for 5 days in exchange for travel, food and accommodation - minus CYM program fee. ) Most appreciated!**

We do have a gathering in B.C. over the May Long Weekend - Western Half Yearly; however, I work the travel Friday, attending / the travel is too expensive these days, and the ferries and roads have become dangerously busy. All these are especially relevant to me for such a short length of time to be getting together. Plus, there are less Friends to see that I could not just see in Greater Victoria.

The only national business that rings true to me is Canadian Friends Service Committee. I don't really think about the other business I guess. (Although, I am not attending Victoria Meeting these days here either - more sitting - plus, have family and commitments on Sunday. Requested years ago that a second Meeting for Worship in Victoria be held around supper time on Sundays (ex. 5:00 - 7:00 p.m. type time); however, Wednesday lunch was chosen instead which does work for some people, but obviously not for those of us who work scheduled week days - school in my case.)

Thanks! Hope this helps. I may have forgotten something important - but, didn't want to wait longer in case it became too late.

[REDACTED]

Consultation Concerning the Financial Sustainability of Canadian Yearly Meeting  
January 5, 2020  
Notes

Our Canadian Yearly Meeting (CYM) representative gave us context and overview of the current state of CYM finances.

We heard that a large percentage of Friends who do not donate to CYM could do so—this would be a simple and massive way to help maintain our community.

Friends spoke of the geography of Canada as both a challenge and a gift. One encouraged stronger ties with closer Meetings to the south. Many others spoke of the importance of a continued national community, especially among Young Friends.

We heard that CYM should not be tempted by the austerity budgets of the secular world, but think of CYM as a seed pod, using the last of its energies to push the seeds of its future into being. To do so we might focus on those seeds—especially Young Friends and our General Secretary—which provide structure for a national community, along with engagement and enthusiasm for the future. We should spend all our available time and money on building them, instead of conserving for things that don't work.

CYM's deficit of both energy and funds is mirrored in the secular world. We should focus on relationships of support over systems that may no longer function. One example is the many CYM committee positions that are not filled—there are too many committees for such a small society, and it saps the energy for supportive relationships. Another example is a reduction in staff time.

We should consider our 2019 CYM bible study leader Steve Heinrichs' idea of Jubilee and reconciliation through land reparations. We could use part of our remaining funds to figure out how to transfer title of our land holdings (the camp) and to encourage Meetings and individuals to transfer titles (meeting houses) to Indigenous peoples or communities, or use trusts to do so, or use the spaces for reconciliation activities. There may be a way to continue using these spaces as renters, following the model used by Winnipeg Monthly Meeting and others—renting space from a partner we are comfortable supporting, in our case a housing co-op.

This could provide a model for other settler groups and religious communities to follow. Our final Jubilee as CYM in its current form could set an amazing example, and lead to radically hopeful new beginnings for Friends in Canada.

We heard of the “stuckness” of CYM, that it doesn't light a spiritual fire for some. As we all face increasing crises in the world, what structures do we need to build solidarity in the world with other Quakers, seekers, and people working for peace?

There was general understanding that CYM in session might need to be held every other year at most, and suggestions that we could supplement our connections with new technologies—a model that is both face to face and augmented and amplified with tech. More channels of access draw more participants. We again look to Young Friends to guide us in these matters.

A practical suggestion was made that *The Canadian Friend* should be created only in electronic format (not printed and mailed) such that Monthly Meetings can choose to print off one or a few copies for their members to circulate.

Regarding CYM membership in other Quaker bodies, some think that without membership in Friends United Meeting and Friends General Conference we can stay connected. Friends placed importance on maintaining our relationship with Friends World Committee for Consultation. Others asserted that membership in all 3 bodies is something essential we should maintain.

A common refrain of support was heard for Canadian Young Friends Yearly Meeting and our General Secretary.

While we may not be able to see how the future of CYM will unfold, we have faith that there are sources of regeneration we won't recognize until we need them. We should look to Quaker history for inspiration and direction.

██████████ Monthly Meeting would like to express our gratitude to the Ad Hoc Committee on Financial Sustainability for their important work. We continue to hold them in the light.



[REDACTED]

**What is the essential work and purpose of CYM?**

- To coordinate the faith and practice of Monthly Meetings (MMs)
- To be a Canadian voice at international fora (e.g. through Canadian Council of Churches and CFSC)
- Foster Quaker unity and education within Canada (e.g.s:
  - Camp Neekaunis
  - Key publications –
    - Organization and Procedure
    - Faith and Practice)

*Noted: we don't have a body of clergy or accepted doctrine; both a strength and potential hazard. These publications help maintain and communicate common understanding of Quakerism in Canada*

- Place for new/changed practices to be considered and discussed in the search for unity
- Point of contact and clearinghouse for members of MMs

**If CYM was just beginning and being developed in 2020, what would it look like?**

- Vision 1:
  - Frequent visiting between and among Meetings
  - One meeting per year of representatives from each MM

*Note: This is more parliamentary than current practice, in which members from vicinity of YM are most numerous and influential*

- Each MM expected to do a really in-depth job on its State of Society Report – the type of Reports developed in 1660

*Note: This model does not include maintenance of publications*

- Vision 2:
  - Existing MMs affiliate with appropriate Yearly Meetings to the South. Add an annual Canadian contingent at FGC.

*Note: This may be necessary to forestall the threat of bankruptcy*

- All Canadian Meeting every five years.

**Where do you think we should put our financial resources and focus our human energy?**

- Work on designing CYM services and committee structure to fit current Quaker population. Organization and structure seem designed for a time when there were much greater numbers and levels of activity
- Publications maintained on a well-designed, actively maintained web site; not printed and mailed
- Reduce the number of committees
- Eliminate representations to wider Quaker bodies
- Maintain representation to World Council of Churches
- Consider devolving representation to international bodies to the care of designated MMs.

**Meeting**  
**Meeting for Worship with Attention to Business**  
**24 Eleventh Month 2019**  
**Notes on the Financial Sustainability of CYM**

- Resources should go to both Young Friends and prison work.
- CYM is much more than CYM in session: Canadian Friend, web site, etc. fostering development of our experience as Quakers. There's a distinct Canadian experience. Helps us relate to one another across the country and keep us connected.
- Unique function of enabling YFs to meet across the country during CYM in session. IT's very important to have an emphasis on YF during CYM.
- Place for lone Quakers to meet – energy-giving. Especially for smaller meetings.
- We are small: 1307 members, but only 650 active Friends & attenders. 1/10 were at CYM in Winnipeg.
- CYM in session runs at a loss of \$50,000. How could it be sustainable?
- Historically, sustained by bequests. We've been in this crisis for decades. There's no will to address it, while the money doesn't run out.
- There's the myth of trust funds to fall back on. We need to understand what means so much to us in this. It's friendships, and the fire that we and YFs experience. YFs want to join with us in supporting the structures.
- There's more will now than a few years ago. Is 8 days too long? Meet every 2<sup>nd</sup> or 3<sup>rd</sup> year, or fallow every 3<sup>rd</sup> year?
- Meet electronically, use web site more, publish Canadian Friend more often.
- CYM's essential work is shepherding Friends' spiritual journeys and working in the world and community. For this we need self-perpetuation and growth – help local meetings do that.
- We can't do without CYM. People need to want to go, and be able to go. It's not just finances.
- Crucial to nurture YFs. They were instrumental in our founding in 1955.
- Consider CYM in Ontario for more accessibility for more Friends. (But Winnipeg was chosen for cheaper venue with food coop and camping facilities.)
- Consider reasons for the CYM/non-CYM divide. Some Friends choose family over CYM for their vacation time, if family is not involved with Friends.
- Crowds are not for everyone. Individual integrity can be lost in a large group.
- Individual "sparks" come together in smaller groups on YM committees.
- CYM in session experienced as "rather chaotic". Program switches disconcerting. Rather bleak and uninspiring.
- 85-90% of us don't go to CYM. Simpler in many ways if it was representative geographically. (But it's a different 10-15% that goes, depending on location.)
- CYM in session is much too long and unfocussed. Not worth attending. Often frustrating.
- Costs of CYM must be borne by those that attend. It cannot run on a deficit. That is outrageous.

**Meeting**  
**Meeting for Worship with Attention to Business**  
**24 Eleventh Month 2019**  
**Notes on the Financial Sustainability of CYM**

- Resources should go to both Young Friends and prison work.
- CYM is much more than CYM in session: Canadian Friend, web site, etc. fostering development of our experience as Quakers. There's a distinct Canadian experience. Helps us relate to one another across the country and keep us connected.
- Unique function of enabling YFs to meet across the country during CYM in session. IT's very important to have an emphasis on YF during CYM.
- Place for lone Quakers to meet – energy-giving. Especially for smaller meetings.
- We are small: 1307 members, but only 650 active Friends & attenders. 1/10 were at CYM in Winnipeg.
- CYM in session runs at a loss of \$50,000. How could it be sustainable?
- Historically, sustained by bequests. We've been in this crisis for decades. There's no will to address it, while the money doesn't run out.
- There's the myth of trust funds to fall back on. We need to understand what means so much to us in this. It's friendships, and the fire that we and YFs experience. YFs want to join with us in supporting the structures.
- There's more will now than a few years ago. Is 8 days too long? Meet every 2<sup>nd</sup> or 3<sup>rd</sup> year, or fallow every 3<sup>rd</sup> year?
- Meet electronically, use web site more, publish Canadian Friend more often.
- CYM's essential work is shepherding Friends' spiritual journeys and working in the world and community. For this we need self-perpetuation and growth – help local meetings do that.
- We can't do without CYM. People need to want to go, and be able to go. It's not just finances.
- Crucial to nurture YFs. They were instrumental in our founding in 1955.
- Consider CYM in Ontario for more accessibility for more Friends. (But Winnipeg was chosen for cheaper venue with food coop and camping facilities.)
- Consider reasons for the CYM/non-CYM divide. Some Friends choose family over CYM for their vacation time, if family is not involved with Friends.
- Crowds are not for everyone. Individual integrity can be lost in a large group.
- Individual "sparks" come together in smaller groups on YM committees.
- CYM in session experienced as "rather chaotic". Program switches disconcerting. Rather bleak and uninspiring.
- 85-90% of us don't go to CYM. Simpler in many ways if it was representative geographically. (But it's a different 10-15% that goes, depending on location.)
- CYM in session is much too long and unfocussed. Not worth attending. Often frustrating.
- Costs of CYM must be borne by those that attend. It cannot run on a deficit. That is outrageous.

## **3. 2019 Yearly Meeting Responses**

### **Queries**

**What is the work of the National Body?**

**What is Quaker Service?**

**Continuing Revelation: how do we evolve?**

## YM Breakout Sessions

What is the work of Canadian Yearly Meeting? What is truly essential and what are we willing to lay down?

- To link together folks who live their life in a spirit of testimony. This Friend gave the example of the climate crisis we face and the impact on those in the south and the threat to the 'north' of fascists. This drives a reorganization of the way we live in Canada (including the way Quakers live).
- We met together face-to-face on an n-annually basis. This allows us to experience the amazing work of Friends across Canada. Participating in Business Meeting *makes* us who we are. The coming together is essential.
- Maintenance and promotion of human faith. We forget we are primarily a faith organization and place for people to worship. Celebration and protection of our faith is essential. Administration and philanthropic work could be laid down if it endangers uniting us in worship.
- Being together in person with people struggling to live their faiths in a daily basis. The opportunity to grow in kindness in compassion through face-to-face fellowship is essential. This friend expressed frustration about not knowing the basics of the budget shortfall and having a big picture of this.
- The next friend said Montreal Monthly Meeting was not connected to CYM. He feels like he is a member of both MMM and CYM. Another friend also had allegiance to CYM. There is a lot of strength in being a larger body. If it was just MMM, MMM would be weaker. Quakers are a minority. When at CYM everything is done in a Quakerly way and I learn that and bring that back.
- This friend chose 3 important things. 1) Time to be together to worship together to do business together and 2) to offer support to young friends to be together. The way to support young friends is the most important thing. 3) Learning and growing in how we interact with each other is vital. We take that back to our meetings and the world.
- 1) To facilitating the coming together to know we're not alone. 2) To gain perspectives, different from and additional to, what we experience in our own Meetings and 3) for those who are in smaller worship groups, to have an opportunity to worship and do business in a larger group. The support that YM M&C provides to Monthly Meeting M&Cs is very valuable.
- The work of Friends in Canada is like a tree. CYM is our roots. The rest are branches. The roots need to feed the branches. The branches need to know about the roots. There needs to be a serious overhaul of how the agenda runs. We need to know what's going on in our branches. We could lay down some of the outside body work. These could be done only when it is very critical.
- This friend is excited there are now half-yearly meetings coast to coast. Atlantic half yearly meeting took 20 years to come into fruition. It's possible to pass down some things to half-yearly meetings rather than laying down things.
- In practical terms, having yearly meeting focus on economies of scale would help. Example is relating to other bodies. It's impractical for each monthly meeting to relate. CYM can relate to all. Make Quaker bodies a priority.

- To continue to connect meetings across the country small and large. An important role is understanding Quaker process and passing this down. Would be ok with giving up an annual meeting. But wants to have them.
- The Quaker process of sitting in a circle is actually a hard thing to learn. This friend wants to keep the larger Yearly Meeting. Could see the larger Meeting splitting in two. Not meeting is not acceptable. To cut things, look at who has burnt out and cut that out first. Reluctantly, he'd look at the archives.
- Glue that holds together monthly meetings. This is vital. So many members in Monthly Meeting have little experience with Friends. Having a Yearly Meeting helps friends who come to learn about the Quaker process. Anyone who wants to CYM should be able to do that. It's vital the cost be kept low.
- We worship together and we work together in practical ways at CYM and in this way see Quaker process in practice. I could see moving to every other year as a yearly meeting. We could emphasize half-yearly meetings. But that could be a lot of work for half-yearly meetings. The most important thing is getting youth and families together and Camp NeeKauNis could be an important role here.
- The description given sounds 'legal' and it doesn't include attenders and doesn't describe YM in all its aspects. It does describe CYM as an organization (with admin and reporting function) well, but does not do so well describing it as a Gathering to do our business and *practice our faith*. Also, it does not describe Yearly Meeting in its third important aspect, a mechanism for us to take a vacation together.
- Getting together as a body supports social action. One thing that could be laid down is publishing the Canadian Friend in favour of publishing on the web site.
- We are in relationship in CYM and face-to-face is important. The agenda is 'broken'. We could compress the business incredibly. Create something that is more community building and spirit led. More worship. We need to build up communications amongst monthly meetings. I would let go of the Archives and the Canadian Friend.
- This friend said that the agenda being a major issue spoke to her. More community. More spirituality.
- This friend was concerned about care for the poor and destitute. We don't want to include any Friends behind including isolated Friends. We need to help each other. We also need to help the poor. This comes from early Quakers.
- The next Friend felt the comments about less agenda and more worship and community building at CYM was important. This helps us to gather strength for our work within the boundaries of our faith. He's very concerned about the money and time and carbon emissions.
- This friend was reminded that we grow in faith and in our practice of making decisions. This requires us together. It could happen every two years. As for the Canadian Friend, a different format for the important role of communication might be found.
- The relationships we build with one another through the heart and that is essential. We need to be face-to-face and be present to each others in a deep way. Recently she was unable to go to YSYM, and she missed them and appreciated reconnecting after a time. Telephone conversation also works. It's the relationship and staying in communication with one another that's important. She still appreciates the Canadian Friend in its paper form and having her own personal archive of this journal.

- This Friend is a first-timer. She thinks it's important to continue with CYM. Her experience of meeting folk has been very positive. Now she knows not only the wonderful Quakers from Ottawa, now she sees all the Quakers are wonderful.
- This Friend also emphasizes relationship. If a Meeting cuts of a relationship with a member. This friend calls for an opportunity for reconciliation that would be enabled by CYM. She has been banned from her Monthly Meeting.
- Struggles with the word 'worship'. He is currently redefining it as 'thankfulness' which helped him to enter worship in a different way.
- Song of grace: father and mother of us is thee. Accept thy thanks and us in they service. Amen. We are being asked to be grateful and to share.
- I wait for the spirit to bring us together once again as a community.
- The only prayer is thankfulness.
- Paying attention can be viewed as prayer.
- Holding each other in the light.
- Being in community together when we are often in variance with the society in which we live (e.g. LGBT community and those who struggle to be seen and heard).
- This is like a covered meeting. God is here with us. (my comment: This was very palpable at this moment). A period of deep silence followed.
- Let go of some parts of business meeting and focus on activities that promote community.
- Not sure we need to have CYM every year but probably there is a better way.
- I also strongly feel that there is plenty of panicking about money but at the same time so much business at CYM sucks and it occupies a huge amount of time. I honestly struggle to tell folks at my meeting that they should take a week off in order to be bored 50% of the time for a week. Young friends business is great by the way but it helps to be smaller. Not sure what to say except that I don't hear a lot of thinking about what seems to me like the fundamental problem: that CYM doesn't seem worth it to more folks. It would be if they came but that's a hard sell sometimes.
- We need to meet to deepen our spiritual growth. We don't need to meet in the way that we do. I would be willing to lay down half of the sessions. We need a much shorter session. We need someone to serve as clerk, just for the session. Not to be clerk for the whole year.
- The work of CYM is ongoing throughout the year. It's the centre of a wheel that we are connected. We don't need to meet for a year. If CYM did not happen Friends across Canada would lose a major part of our essence and would fade away.
- We cannot do without a Yearly Meeting. It's the hub. It keeps us focused. It creates our vision. We are doing too much. We're too thinly spread for the number of people that are willing to serve. Why don't Friends wish to serve? How can we get Friends more connected to Yearly Meeting?
- As a young Friend I enjoy coming to CYM because it makes me think about how I'm living in the world. I do know that a lot of the foundations and the culture were created in a different time and Young Friends are in a different time. We are often doing contract work of busy 24/7. We need CYM for the nurturing we receive. We are thinly spread and it's very hard for us.
- CYM is important to the cohesion of Friends of Canada as a whole. The work done here makes it all work. I am willing to meet bi-annually for a while. This might help us financially which is very important. Although our numbers are going down there is also evidence of lots of new people.

- Yearly Meeting as like an old wagon. Until the outside of the wheel is moving, the hub does not move. Monthly Meeting and individual Friends turn that hub. The hub spreads the energy back to the room.
- I'm new to Yearly Meeting. I am learning about CYM. Monthly Meeting for me is central. The previous spread speaks my mind.
- This Friend has not read the O&P description of the work of CYM before. She commented on the Christian language and feels that as a Yearly Meeting we have gone beyond that. We are broader these days. She would like to send the description to Discipline review committee.
- This Friends Monthly Meeting is small. Only a few people ever come to Monthly Meeting. These friends get a lot from Monthly Meeting. They don't necessarily have the desire to come to YM. Yearly Meeting should be reaching out more to smaller Monthly Meetings and Half-Yearly Meetings.
- This Friend attended a session in Toronto promoting Half-Yearly Meeting doing work. Work at MM is seasoned at Half-Yearly Meeting and then goes to YM. We don't seem to receive business from Half-Yearly Meeting. Our YM is geographically use. We could use Half-Yearly Meeting to better advantage and perhaps have more of these.
- We need to reconsider how we do the business at YM. Representative Meeting could be responsible for quite a lot more. Bring less to YM. Less business here. It would give us the opportunity to have a more vital and shorter YM. Emphasis on education of our faith and ways of being in the world.
- This Friend would like to see a shorter YM. We need more half-yearly meetings. We need to think in the long-term. This friend responds negatively to the term Canadian and calls for a recognition of territories. He fears of the ongoing existence of territories. We have to think of the kind of economies in light of the kind of societies we want to build.
- CYM carries a component of expressing a uniquely Canadian way of bring a member of the Society in Friend. What does it mean to be a Quaker in Canada? What's unique? A two-year interval is very long for Young Friends. If we met bi-annually we should still have a Young Friends gathering annually. We could lay down some aspects by using resources from other meetings such as FGC.
- This friend sees CYM in concentric circles, grounded in the world. Knitting together enabling spiritual nurture at the same time engaging in the world. A lot of work is invisible. This work needs to be held up because it is about the knitting. Effective communication is essential. Nurturing the life of the spirit at all levels MM, HYM and CYM. This needs to be what finances are used for. I would like to lay down the waste (e.g. on the web site).
- CYM in session is an opportunity to meet with Friends from across the country. It's a different experience and perspective than MM. Five days rather than eight is enough. We should reconsider how we do business. More to go to representative meeting. Rep Meeting would likely need to be longer.
- This person is attending her first YM. She thinks meeting other Quakers around Canada is essential. The personal connection nurtures herself and her meeting. It keeps the monthly meeting on the same page. It's easy to move in a different direction. A shorter YM, yes. Annually, yes. People could stay longer if they wished.
- This young friend values the business aspect most valuable. She feels the spirit present in M4W4B. She values wrestling through a challenge. It shows her how to wrestle with the help of



the spirit to a resolution. It's miraculous. Face-to-face interactions vital. Relationships are very important but experience of business meeting is very important too.

- This person responded to the introduction. This newcomer to Quaker faith who is applying for membership. He is looking for a spiritual community to belong to. He has trouble with the Christian Faith, and is pleased to hear there is 'wriggle room', no need to profess Christianity. Missing is the promotion of membership. The process is awesome. The system of MM , HYH and YM is very valuable.
- This person responded to the introduction mostly. She appreciates the wriggle room wrt to Christianity. As a queer person, she notes that for Queer folk, Christianity can be traumatic. She hears that legacy, continuing and surviving is essential. Hears about the value of intergenerational relationships. She feels this to an extent, but also feels more defined by age in this context than in other aspects of her life.
- This friend examines a session on what membership means. There are big gaps of times without direction. She wants more workshops on topics of particular interest – spiritual and activist or both. We need to be more disciplined about our business. Make it shorter.
- This previous friend speaks my mind. Less business meeting. Shorter YM. We need to emphasize something that emphasized nourishment. More worship fellowship.
- Responding to the Canadian nature of CYM. Faith and Practice were asked this. They said that there is no identity yet, that it is a process.
- A bi-annual rather than a shorter meeting is better. Yes to workshops like FGC. Biannual and a longer meeting is good. Fear passing on too much to Rep Meeting.
- Age is an issue because older Friends are really identified by their age. Older friends have less energy and more minor disabilities. There is an issue of energy. Older friends are feeling the burden of carrying the YM. Especially since YFs asked, 'please don't ask too much of us.' She thinks it's important that younger friends do step up.
- This friend is aware she is not strongly connected to CYM. She is aware of the costs of travel. It's important to consider meeting less often.
- What's missing for this friend is that YM does well with business. There is not enough about personal development. We are spiritual, yes, but we are also mental, physical, relational, financial, sexual beings as well.
- The previous friend speaks this person's mind with respect to development which intersects with spiritual. Youth equal to boundless energy or enthusiasm is not a truth. This friend has less energy, and resiliency than ten years ago in young adulthood and has a disability. She does not relate to the call to stepping up to the plate. It does not include her.
- We need to look to the future a lot. Liked the days when SIGs were proposed ad hoc. That flexibility along with the pre-planned sigs would be a welcome addition. Yes to moving more business to Rep Meeting. They could meet as often as six times per year. A step has been made this year by introducing one Rep meeting for budget and one for the face-to-face event.
- Special interest groups are vital. As a delegate, he missed out. Would like to see SIGs offered more than once. SIGs are inspiring for monthly meeting.
- Leans to bi-annual yearly meeting. Would like to encourage stronger ties between meetings that are geographically closer.
- Biannual or triannual meeting. These build face-to-face relationship. We should think seriously about the role of technology (pros and cons).

- YM holds dual purposes. To have an effective hub holding the wheel together doesn't just take fellowship and prayerful way of being. It also takes a lot of work. 80% is falling into the hands of 5 or 6 people at the moment. It's really tough. At the same time, there's a need for fellowship. Sometimes there was a real need for spiritual healing; he has found that here. This has nothing to do with age. This spiritual healing needs to have space to happen. Travel is easy if CYM is close. For a longer trip, friends might feel that they would only go if it was longer.
- The way the question is structured focuses on YM in session. YM is much more than this week. Every YM we have Quaker study or Bible study. This is hugely valuable for me overtime. This fed my intellectual and spiritual curiosity. This week is a great example of that. These things are very important.
- We are an organization that changes slowly in a world that changes very rapidly. We live in both worlds. We live our working lives in the speeded up world. Our world, volunteerism, is very different now. We need to address the balance of work between those who are paid and those who are not. Reluctance to pay for work is an issue. Chasms develop as a result. We need to regenerate into a system that maintains its spiritual base but can engage more appropriately in the world. So those who are contract workers or very busy can also engage with YM.
- Really wants to hear from people who do not come. Retired folk can come easily. Some give up their summer vacation. We need to know how we can serve friends who do not come. We especially need to communicate better with friends who don't come. She really wants to know what would make a difference for them.

Notes on session #3: Continuing Revelation: how can we evolve and thrive? Wednesday.

Aware of in other orgs: when the group feels it isn't doing well or worries (Eeyores) makes people stop wanting to come. Need to focus on wanting to be there, not worrying about who isn't. So impressed by young involvement at YM. Young people have approached me and helped me feel welcome.

key priority to maintain connections and communication with Friends across Canada and the world. Many ways, be open to all of them.

Communication and connecting needs to be two ways: what are people doing in their region, what is CYM doing? To raise money need to show that money is being well used, tell stories of CYM work. Sometimes an org goes on a bell curve through peak and needs to be able to recreate itself.

As a mother and an extrovert, YM allows us to be seen and feel Quakerly, bear witness to parenting, interact with other children and have that way of being together. Sometimes comes with service and working with other Friends, not the same working together as in other orgs. Has value.

Comparison to Medecins sans Frontieres, very dif. Question that comes through, maybe not relevant b/c coming from CFSC perspective: maybe we're not good at showing what we're doing and reaching out to others. Became Quaker because impressed by impact of small community. Get our message out better? Do Canadian Friends even want to do that?

I love being at CYM and it's my first time. Want this vibrant community for my children's children. Community so meaningful. I don't know where change is needed. Mindful of ecological footprint and how that impacts people and the gathering, but sacredness in being gathered as a community in one place. Power of sacred times, grounded in principles that we are unity around or are striving for unity. I need this refuge. Our actions are an expression of our faith. It's all important, I don't know how to change, how do we call other people to join us? Deep hunger in the world, I know I can give more. Also feel our struggles are shared by many other communities of faith, even more deeply, hold space for them too.

Govern my actions by the fact that we are all sleepwalking into a global climate disaster. That governs everything. I'm happy to let go of anything as long as people are addressing this problem in a hopeful peaceful way. Still small voice has become resounding, made me promise to work every day on this.

Enjoying the cttee for joy and its call to us to appreciate small and big joys as we grapple with hard heavy issues. Need this spiritual fuel to get us where we need to go. If we track our time spent on administering ourselves with time we spend letting lives speak, telling them we exist, asking for money - we should be celebrating we have a great opportunity for you to spend your money for good. Foster your spiritual community. But we are apologetic, uncomfortable around money. Different income levels, and discomfort around not living as simply as we could. Appreciate Discipline Review etc but tension with time spent on cultivating and expressing joy etc.

We're roughly 1000 members with roughly 1000 goals, that just doesn't work.

Caught in bind of wanting things I do to be big, and knowing that big sometimes means unreceptive. In other non-profits, so big that my contribution to policy amounts to filling in squares on spreadsheet, having them disappear into a whole. That's too big, but in our causes we're desperate to have made a difference. We are many things, each starts out effective and receptive and small, and is small until it grows big. Need to find energy to support each others' causes: sometimes financially, or with encouragement, or love, or feeling ownership even when we provide nothing else.

CYM led me to attend my local Meeting better. Over past year, struck by importance of community built on weekly basis, work of Monthly Meetings as really important, amazing work done at local level, causes

we take and struggles, and unique ways each MM is doing this, having conversations around Quaker way, testimonies, process. Strengthening that at local level empowers us to do our good work. As staff member at Canadian Council of Churches, Quaker voice at national level also really important.

Met Quakers after 2nd war. Desperation was common. I was nervy, jumpy. My father returned from England, had worked for FSC, invited to local Meeting. Took me along, in someone's home. They all took care of me. I was home, and silence helped me calm down. That is the basis of my faith. People who love you and forgive you. It comes when it comes, often at Meetings. YM is where I meet all the F/friends I've made over the years.

CYM should make clear full costs, make it possible for us to cover full costs of CYM in session. Many of us could pay more and don't know how much our fees fall short of what's needed to cover expenses of gathering.

non-profit agency I'm involved with has had similar issues, declined from 500 members to 20 or 30, can't do what they used to. When they're successful is when they do the things that current people are excited about and have energy for.

We talked about not having YM every year, had gap year. Was that concluded? Was it reported on? Did people report back on the impacts? Did it strengthen the HYMs? Was there a difference in the spending? I don't think that discussion has been concluded. TMM has own community, smaller meetings might have more importance on YM.

Idea of condensed YM with YM committee meetings happening was dropped prematurely perhaps.

Some of cost of CYM in session is about staffing. Current staffing structure wouldn't normally result in decreased staffing costs from fallow years. HYMs are thriving. I think there was a report back on fallow year. Could be explored more. Condensed meeting? Could perhaps add fellowship time via retreat on the train while in transit for example. Shorter meeting can make it feel less worthwhile. Carpooling to HYMs has led to deepened relationships.

Two things: community we form, and business we do. Separate those?

There is a lot of money involved, some people have more than others. We need to meet each other, poor and rich. How can we even that out? Put more in? It's hard to sort out. Travel costs more for some than others also. Have box for money for cost supplements? Need to know people: who would or would not accept money. Let people ask for help.

Rachel: Sliding scale of pay what you can with levels of costs. Love idea of convoy also, inter-generational. Reflects our process-oriented approach of coming together: trains build momentum for an issue. Power of being in same place. I love opportunity for creativity, exploring how we do this in a good way. Balance between business and holding space for worship. Schedule has a lot of business! But it's been meaningful and process has value.

So much of my life is moving to digital platforms as millennial. Suggestions to do more electronically - perhaps for business, but not so much for community building. Much value of being here is between what's on the schedule, building connections to people. We don't talk to people, won't make a phone call, need practice interacting with humans in my generation, places for generations to meet. Growing up in this community (I didn't) is special, should be sustained.

Trying to do business electronically only works if you also have met face to face and know the people so you have a sense of where they're coming to and how to react to people.

One of my organisations has sliding scale for membership. Everyone chose to pay lower fee. I would be cautious about simply having a sliding fee. We don't understand how wealthy we are (which doesn't mean people shouldn't be able to pay less or to be supported).

Some orgs have flat registration fee and then at the end of the gathering ask people to contribute extra. Easier to do when you haven't just paid the rest of the costs.

From engineering background. Data-driven decisions. Not readily accessible true costs - why not produce flashy infographic about costs and what people pay/give to inform people. Some YFs feel led to contribute but are discouraged by older Friends who don't want them to feel obliged. More info readily available would help.

Speaking to that condition, having grown up as a YF, I feel sometimes when I am a delegate or sent on behalf of Friends, almost feel entitled to financial support. Want to change that in my own way, and appreciate other forms of support also.

Numbers are shrinking? Not sure. Numbers from stat secretary seem to indicate fewer members, but similar numbers of active adults, even growing. Issue around membership perhaps. Feels more vibrant with young people now than 10 years ago, think about that narrative.

I don't want to say this. I remember reading in red F&P about letter sent to French Friends about prayers for safety, and their response that they were called to be faithful not safe. Not hearing faithfulness in these discussions. (I know Friends are faithful.)

---

**Notes from Breakout Session Group 3, Tuesday, 6 August 2019**  
**Recorder – [REDACTED]**

**Session 3: Continuing Revelation – How Can We Evolve and Thrive?**

*Can you consider your experiences with other not-for-profit organizations, including non-faith groups, and compare them with your experience with the Society of Friends? What has nourished them as vibrant communities? How do they navigate the need for significant change?*

- *What does the "still small voice" tell us about our future and the work we need to do together?*
- *If we thought about laying down some activities that require financial resources, what would feel freeing, unburdening, or joyfully simplifying? How can we seek ways forward that are grounded in spiritual abundance rather than financial scarcity.*
- *How can we evolve and retain our Testimonies, collected teachings, and history.*

~ ~ ~ ~ ~

I have been a Rotarian for many years. The organization is much like Quakers. They meet weekly for a meal and discussion, and they raise money for good works. But Canadian Yearly Meeting does not raise funds. Can we find ways to raise funds and "grow our organization"? Can we find ways to raise money outside of Friends?

For both non-profit organizations and for faith groups, it is good practice to have a business plan. Create the plan and revise it when necessary. A financial plan can serve as a good outline.

It is good practice for a non-profit organization or a faith group to have a business plan is good practice. Create it, revise when necessary, and follow it. A financial plan provides an outline to follow, linking financial structure with commitment and energy.

Making money can enable more money. People don't have to be Quakers to give us money to do our good works.

What do we want to put our time and energy into?

We need to talk about funding. We need to donate to ourselves.

If we don't want to fundraise, we will have to work within our means and find our way forward.

Fundraisers don't need to be members of the Society of Friends. There is a lot of curiosity about what Quakers do. There is room for these non-members to help us without becoming involved in our spiritual side. People want to know about us – and young people may well be especially open to helping.

Continual revelation – Bringing Quaker process to not-for-profit orgs is often appreciated. Non-Friends find aspects – such as short periods of silence – unusually helpful. We must not lose sight of the fact that we are a spiritual organization.

The Canadian Friends Service Committee may be a useful example. Most of the individuals that donate to CFSC donors are not Quakers. We can learn from this. Does public know about CYM? Are there aspects of our activities that might attract donations from the general public?

CYM does not recommend amounts for personal donations from individual Friends. We could do this. Some suggestions along these lines might help people to decide how much they can give to support their monthly meetings and the yearly meeting.

In 2017 we had a fallow year. Could we repeat this practice to save money? There may be many organizations that meet less often than once a year.

How can we generate spiritual abundance that would be helpful? And what is spiritual abundance? Why do we want to evolve and grow the organization?

Experience at local meetings for worship is rich and full of faith. However there is also great spiritual strength gained from travelling further afield – to Pendle Hill, Friends General Conference, and Canadian Yearly. While Monthly Meetings are spiritually enriching but a large group offers something more. However, attending these larger gatherings requires more money.

Spiritual abundance – there is enough and a spirit will provide – can be a good and strong focus.

The Mennonites have been growing over the years. We'd be pleased to increase the numbers that donate to CYM in similar proportions

Epistle to the Galatians, chapter 5, verses 22–23: *But the fruit of the Spirit is love, joy, peace, forbearance, kindness, goodness, faithfulness, gentleness, and self control: against such things there is no law.*

Quakers want to do so much good in world. Our hearts are in right place, but with service on so many projects we wear ourselves thin. We cannot fill positions in our Yearly Meeting. If these positions are not being filled, should we lay those positions down? Where are our spirits leading us.

What does spiritual abundance mean in a situation where income goes to rent and childcare. Can personal income be sustainable (for example, by growing our own food, etc.)?

Would we [as Canadian Yearly Meeting] still survive if we had no money? We would survive.

Could local meetings take on specific projects to save on travel costs.

Do we need to respond to every situation? Do we need to do everything?

[Looking at budget cuts by proportions] If you cut down 25% of the trees from a forest, the diversity of the forest is reduced. If you continue, the forest will eventually die. We need, instead, to increase and energize our communities. We don't have to cut down trees but we can cut back on our responsibilities and stop trying to do so much.

There was a Tibetan organization that was growing very quickly. Most of their activities involved outreach and religious education. People who learned about them were interested and wanted to become part of them

In some communities, some of the people do not have enough to eat. Money matters. We are blessed and challenged because we do have enough to eat. Spiritual abundance is diversity. There is a real risk that our financial challenges will build an invisible wall around us. We need this diversity to hold on to our Young Friends and to engage with others.

In Mississippi the poor built farms to feed themselves. Community comes out of solidarity and necessity. In the next years, these things will be our survival.

A Friend who likes meditation went to a transcendental meditation course. It was good ideology but the course was expensive. He later found a meditation group where no fee was charged, but at the end of the course, participants were asked to make donations to cover the costs of the participants of the next course – *so that others could also benefit.*

Friends struggle with conversations about laying down activities, concerns or projects. Our problem is that if you don't find a way forward, you default to the status quo. We've had repeated these conversations over a number of years. Then we get a break of some kind – such as a bequest. This gives us breathing space but the result is that we do not move forward, so we're back where we started. Early on in this process, we set up a Contributions Committee but now we cannot find Friends to serve on it. We don't like the fact that money matters to more to some than to others. Some Friends have more money than others. We don't talk about this. What if we all knew (even approximately) how much we all earn? Donations are needed and we need to make them happen.

Which activities could be dropped?

Suggestions include monthly contributions that would encourage small but regular donations. Volunteers could also phone Friends to ask for contributions – this would likely work well. We need to start small. We have lots of good ideas but we don't follow through.

In one community a small non-profit organization survived without core funding. They were clear about the borders of their work. Our challenge is to consider our priorities for what we can offer the world. We can focus on gifts we have to share with the world, and share those gifts generously. Reconciliation is a valuable gift to share.

Priorities are important. In the medical field, healthcare practitioners don't always know how much things cost. This lack of information makes it harder to prioritize. Do we have a similar lack of information about what Quakers do?

There have been significant demographic shifts in recent years. Canadian Quakers have been sustained by several generations of "baby boomers" who were (for the most part) able to establish financial stability with secure and good paying employment. But our younger generations have fewer economic opportunities and little if any financial stability. The present financial situation of CYM presents us with an opportunity to examine what we do in a new light. There is a story about a Friends meeting that could not find a clerk and fill any other basic positions in the monthly meeting. What are the basic needs we have to function? They formed three committees: one for "Us," one for "Them," and one for "Stuff."



If we had to restart CYM from scratch, what would we do and how would we describe our process?

An impoverished organization in a city provides a good example: They look at what needs to be done, and they do it, in anticipation that funding will follow ... and it usually does. The principle of giving the care now – a crisis focus – can often work.

We have our Quaker testimonies and spirituality. We should focus on those spiritual gifts now, for ourselves and our Yearly Meeting.

We were reminded that financial details, including CYM financial statements and other documents, are available in the minutes and reports from Yearly Meeting in Session and Representative meeting. All of this material is available on the CYM website.

We are stuck between our desire to bring our dreams in line with our capacities and our desire to bring our capacities in line with our dreams. One of these desires is impossible and the other is somewhat pathetic.

Following the historical English pattern that we inherited some generations ago does not really work these days. Should we be spending more of our energies within our monthly meetings [or perhaps regional gatherings] where we do not have to travel so far.

- full job descriptions
- paid internships: get money from using up investments.
- find success stories, tell good narratives about what has worked.
- bring in young people, expect ideas and outlooks you never imagined
- detach from what is, make space for transformations
- share joy of committee work
- better communication with MMs and Nom Com
- more space in Meeting for invitations to share gifts and discern together
- recording and fostering of gifts and abilities
- be guided by discipline and procedure, mitigated with trust
- let people know about YM service opportunities.
- Don't think of YM just as a place to go to meet your F/friends
- Divest more YM responsibilities to MMs willing to take it on.
- Lay down enthusiasm. Joy comes in resurrection.
- Do less work and do what we do more efficiently.
- Remember that we are our relationships.

- So many bright young people, how do we transition them to leadership positions? They are all very capable. As long as same old people keep saying we'll do it, lack of opening. Gaps are good and a challenge. Our expectations are too high, need to look at what they are for committees and whether that's reasonable.
- How do we know what people's desires are when they are hesitant to self-nominate? How do we have mutual discernment processes with Nominations? As isolated attendee was slow to get involved with business, felt lack of understanding. Multi-generational mentoring is a beautiful approach.
- Good question but don't have background. Pass.
- What are the expectations? Why don't I know how to fit myself in? How is this such a well-hidden problem? I didn't know about it until today. My Meeting should provide more info: what is CYM for? What is structure? Do you have ideas? Who is telling me, and where is that coming from? Does the value CYM creates go to larger meetings? Equity - does it need to shift?
- Lack of knowledge, lack of conversations at local level. Also expectations strikes home: you need to do 2 hours a week? What if you didn't understand that expectation? There are bodies that don't meet at YM in session, am giving service that isn't seen, to those committees.
- cognizant of limited time and energy, lack of understanding of whether the work would be meaningful to me, and the time/energy requirements so wary.
- World has changed. Cost of living high. Wages haven't kept up, especially for young people. Employment tenuous. Don't have space to volunteer, no single-income families. Old model created can't be sustained. We judge others on actions, selves on intentions. We're unclear on our intentions and our actions.
- Didn't know there was an issue. How did that happen? MM? My attention? I'm mostly listening, but challenges resonate to issues in MM about service.
- Non-Canadian. People nice and sweet. If you're being cared for don't think about stepping up. This is a huge country, start by knowing my corner. Camp NeeKauNis is important and I never thought beyond it.
- we do too much. Structure doesn't work and is unsustainable, so we're failing to sustain it, cascades to our spirituality. There is hope but there is so much attachment to past practice that needs to be re-evaluated (while retaining being informed by it)
- Some people on committees don't do the work, I end up carrying too much.
- better succession planning by committee clerks, with mentoring

## Notes on session #2: What is CYM Quaker service?

- better at setting up roles than laying down. Used to be larger, poor at outreach and at recognising when YFs are ready to contribute. Don't ask people to work to become engaged, ask when they are engaged.
- Agree but don't want to repeat. Structure is too complex for size of organisation, needs to be rethought like 15 years ago. Also aging beyond point of being able to do the work but still being asked.
- Health and age - from xp on nominating committee. Younger folks have issues of time because of work, school, children.
- Age leads to less energy and more interest in local service. MMs have same issues of service contributions, closer connections so give service there.
- Presumption of bad feeling that I don't understand. MMs should do a better job of acquainting members with national work, and ask people to step up.
- We ask the same people over and over - this leads to problems with them but also perceptions of clique, don't bother putting names forward.
- Contributions committee tries to get out YM message, but it's not being received. Also tension between queries and advices, live adventurously and know when to lay things down.
- isolated Friends undertapped resource. Also attendance at CYM as requirement can be a barrier.
- pigeon-holed by what we do rather than what we would like to do. This is realistic but sometimes problematic. Isolation touches me - spiritual home is in YM - felt contributions were welcomed only through MM.
- Was on CFSC. Was happy to step down. Active in local things, and trip took time. Now associate member, easier and more helpful. Digital connection. Also wasn't a policy wonk, it was a misfit.
- Meeting Nom Com put out questionnaire asking everyone what they wanted to do, got answers that they wouldn't have guessed. We should ask this. Have always found interest and learning through committee work.
- Have thought about this at TMM level, similar issues to CYM. Different life stages to paid/volunteer balance. Young people have less money, more time, but not culture of volunteering. Middle age have resources but not time. Older have more time and questionable resources. Need to develop rationale around whether position is paid or volunteer.

### Notes on session #3: Continuing Revelation

---

- Aware of in other orgs: when the group feels it isn't doing well or worries (Eeyores) makes people stop wanting to come. Need to focus on wanting to be there, not worrying about who isn't. So impressed by young involvement at YM. Young people have approached me and helped me feel welcome.

---

- key priority to maintain connections and communication with Friends across Canada and the world. Many ways, be open to all of them.

---

- Communication and connecting needs to be two ways: what are people doing in their region, what is CYM doing? To raise money need to show that money is being well used, tell stories of CYM work. Sometimes an org goes on a bell curve through peak and needs to be able to recreate itself.

---

- As a mother and an extrovert, YM allows us to be seen and feel Quakerly, bear witness to parenting, interact with other children and have that way of being together. Sometimes comes with service and working with other Friends, not the same working together as in other orgs. Has value.

---

- Comparison to Medecins sans Frontieres, very dif. Question that comes through, maybe not relevant b/c coming from CFSC perspective: maybe we're not good at showing what we're doing and reaching out to others. Became Quaker because impressed by impact of small community. Get our message out better? Do Canadian Friends even want to do that?

---

- I love being at CYM and it's my first time. Want this vibrant community for my children's children. Community so meaningful. I don't know where change is needed. Mindful of ecological footprint and how that impacts people and the gathering, but sacredness in being gathered as a community in one place. Power of sacred times, grounded in principles that we are unity around or are striving for unity. I need this refuge. Our actions are an expression of our faith. It's all important, I don't know how to change, how do we call other people to join us? Deep hunger in the world, I know I can give more. Also feel our struggles are shared by many other communities of faith, even more deeply, hold space for them too.

---

- Govern my actions by the fact that we are all sleepwalking into a global climate disaster. That governs everything. I'm happy to let go of anything as long as people are addressing this problem in a hopeful peaceful way. Still small voice has become resounding, made me promise to work every day on this.

---

- Enjoying the cttee for joy and its call to us to appreciate small and big joys as we grapple with hard heavy issues. Need this spiritual fuel to get us where we need to go. If we track our time spent on administering ourselves with time we spend letting lives speak, telling them we exist, asking for money - we should be celebrating we have a great opportunity for you to spend your money for good. Foster your spiritual community. But we are apologetic, uncomfortable around money. Different income levels, and discomfort around not living as simply as we could. Appreciate Discipline Review etc but tension with time spent on cultivating and expressing joy etc.

---

- We're roughly 1000 members with roughly 1000 goals, that just doesn't work.

---

- Caught in bind of wanting things I do to be big, and knowing that big sometimes means unreceptive. In other non-profits, so big that my contribution to policy amounts to filling in squares on spreadsheet, having them disappear into a whole. That's too big, but in our causes we're desperate to have made a difference. We are many things, each starts out effective and receptive

and small, and is small until it grows big. Need to find energy to support each others' causes: sometimes financially, or with encouragement, or love, or feeling ownership even when we provide nothing else.

- CYM led me to attend my local Meeting better. Over past year, struck by importance of community built on weekly basis, work of Monthly Meetings as really important, amazing work done at local level, causes we take and struggles, and unique ways each MM is doing this, having conversations around Quaker way, testimonies, process. Strengthening that at local level empowers us to do our good work. As staff member at Canadian Council of Churches, Quaker voice at national level also really important.
- Met Quakers after 2nd war. Desperation was common. I was nervy, jumpy. My father returned from England, had worked for FSC, invited to local Meeting. Took me along, in someone's home. They all took care of me. I was home, and silence helped me calm down. That is the basis of my faith. People who love you and forgive you. It comes when it comes, often at Meetings. YM is where I meet all the F/friends I've made over the years.
- CYM should make clear full costs, make it possible for us to cover full costs of CYM in session. Many of us could pay more and don't know how much our fees fall short of what's needed to cover expenses of gathering.
- non-profit agency I'm involved with has had similar issues, declined from 500 members to 20 or 30, can't do what they used to. When they're successful is when they do the things that current people are excited about and have energy for.
- We talked about not having YM every year, had gap year. Was that concluded? Was it reported on? Did people report back on the impacts? Did it strengthen the HYMs? Was there a difference in the spending? I don't think that discussion has been concluded. TMM has own community, smaller meetings might have more importance on YM.
- Idea of condensed YM with YM committee meetings happening was dropped prematurely perhaps.
- Some of cost of CYM in session is about staffing. Current staffing structure wouldn't normally result in decreased staffing costs from fallow years. HYMs are thriving. I think there was a report back on fallow year. Could be explored more. Condensed meeting? Could perhaps add fellowship time via retreat on the train while in transit for example. Shorter meeting can make it feel less worthwhile. Carpooling to HYMs has led to deepened relationships.
- Two things: community we form, and business we do. Separate those?
- There is a lot of money involved, some people have more than others. We need to meet each other, poor and rich. How can we even that out? Put more in? It's hard to sort out. Travel costs more for some than others also. Have box for money for cost supplements? Need to know people: who would or would not accept money. Let people ask for help.
- Sliding scale of pay what you can with levels of costs. Love idea of convoy also, inter-generational. Reflects our process-oriented approach of coming together: trains build momentum for an issue. Power of being in same place. I love opportunity for creativity, exploring how we do this in a good way. Balance between business and holding space for worship. Schedule has a lot of business! But it's been meaningful and process has value.
- So much of my life is moving to digital platforms as millennial. Suggestions to do more electronically - perhaps for business, but not so much for community building. Much value of

being here is between what's on the schedule, building connections to people. We don't talk to people, won't make a phone call, need practice interacting with humans in my generation, places for generations to meet. Growing up in this community (I didn't) is special, should be sustained.

---

- Trying to do business electronically only works if you also have met face to face and know the people so you have a sense of where they're coming to and how to react to people.
  - One of my organisations has sliding scale for membership. Everyone chose to pay lower fee. I would be cautious about simply having a sliding fee. We don't understand how wealthy we are (which doesn't mean people shouldn't be able to pay less or to be supported).
  - Some orgs have flat registration fee and then at the end of the gathering ask people to contribute extra. Easier to do when you haven't just paid the rest of the costs.
  - From engineering background. Data-driven decisions. Not readily accessible true costs - why not produce flashy infographic about costs and what people pay/give to inform people. Some YFs feel led to contribute but are discouraged by older Friends who don't want them to feel obliged. More info readily available would help.
  - Speaking to that condition, having grown up as a YF, I feel sometimes when I am a delegate or sent on behalf of Friends, almost feel entitled to financial support. Want to change that in my own way, and appreciate other forms of support also.
  - Numbers are shrinking? Not sure. Numbers from stat secretary seem to indicate fewer members, but similar numbers of active adults, even growing. Issue around membership perhaps. Feels more vibrant with young people now than 10 years ago, think about that narrative.
  - I don't want to say this. I remember reading in red F&P about letter sent to French Friends about prayers for safety, and their response that they were called to be faithful not safe. Not hearing faithfulness in these discussions. (I know Friends are faithful.)
-

## Difficulty Finding Friends to serve – can we name why

- better at setting up roles than laying them down
- Used to be larger
  - o Poor job of outreach
- Too complicated a structure for the size of our membership. \*
- Asking too much of those who serve. \*
  - o Hesitant to serve on committees, because some people don't do the work,
  - o Some service is invisible-> so we can be overusing some people without knowing.
  - o Our expectations are too high/ people don't know expectations of these positions \*\*

## What is known/Same cohort

- Still asking the same people, who are now getting older, and less able to serve or less energy. \*
  - o Feeling that same people do the work, so new people think they won't get chosen, so don't put name forward. (clique)
  - o Don't ask isolated friends
  - o How do we have mutual discernment processes with nominating committee, new members don't know how things work, worried doing it wrong, or lacking humility if one nominate oneself
- People who are known get pigeon-holed -> what they have done, not what they might want to do in future.
  - o Huge country; might only be known in one small area.

## YF/YAF

- Poor job of recognizing when younger friends are ready to serve
  - o Best time to ask people to serve is when they are engaged, not ask to serve in order to make them engaged.
- How do we transition young people into positions. -> as long as same old keep saying they will serve, there is no opening for new people to serve.

## Older Friends

- More interest in serving locally (as get older) -> local MMs have difficulties finding people to serve.
- Nominating committee-> reasons people give for not serving, age and health concerns among older friends, and time constraints from younger.
- Tension between 2 queries: live adventurously, and know when to lay things down

## Poor communication

- Lack of knowledge and conversations at the local level.



- Didn't even know this was an issue. \*

### Miscellaneous Barriers to service

- Barrier to joining committee-> requirement is to attend CYM, can't always commitment
- Has stepped down from service because the role changed and was no longer what was skilled at and led to do.
- 3 stages of life-> youth lack time and money, and perhaps experience of service, Middle age-> also busy, Elder-> health and energy

### Solutions:

- MM nominating committee had form asking members how they felt led to serve. Very helpful, because gave rise to new names that wouldn't have arisen.\*
  - o Recording and fostering of spiritual gifts and abilities
- Consider the different stages of life, and barriers for each
- Multi-generational mentoring
- Better succession planning within committees
- Full job descriptions with time commitments
- Paid internments for young people (we have investments)
- Find/share success stories/ joy\*
- Need to accept things will change if we allow space for new people and new ideas
  - o Be willing to let go of what has been
  - o Need trust
- Better communication with MMs\*
- Continue to divest work to MMs
- Lay down with enthusiasm -> joy comes with resurrection.
- Do less work, and the work we do more efficiently.

### Would you work for CYM?

#### Yes-because faith in process and procedure

- have worked for another faith group. When had difficulty, enacted Community of Care
- Have done so, and will so again, if there is a clear policy of procedure (which there is)\*
- Would not have been in the past, but would do so now – because we have brought in professionals to teach us how to do it.\*\*

#### Yes- faith community

- Excellent communication in past.
- Willingness to serve in any capacity.
- Calling or passion to fix our broken world.
- Currently work for Friends, and have turned down some “better” jobs to do so. Reason for that.

- Excellent education and connection within Religious Society.

### No/caution – because

- The staff we have are so amazing, I am not worthy.
- All our policies lack an implementation strategy.
- Have not been good at this in the past. \*
- Hard to work for large group of people and with faith community -> felt had to worship in a different setting.
  - Need to hold relationship with Faith separate
  - Although we are better, would feel pressured to work more hours and do more- would be burnt out.
  - Would not work for CYM, but would work for Friends in other contexts.
  - Not enough support of oversight for employees.

### No – because would rather volunteer

- Don't need to, enjoy volunteering more
- Volunteering means being able to say no.
- Volunteering often uses as much time as full employment
- Retired

### Volunteer with oversight of paid staff?

#### No because-

-Have done so for Quakers before, was not well suited.  
 Not what I enjoy, not my gifts.  
 Have done so as part of job away from Friends, and don't want to do it here.  
 Not enough training and oversight.

#### Yes because

- There is good communication and experience from the past.
- More open to it in the past.

### General statements about having staff

Need their expertise  
 But cannot treat employees as volunteers.  
 Look to CFSC for guidance -> they have more experience.

### How can we make decisions regarding staffing that upholds right relations with our Staff?

- Learning to listen: "The quality of our listening is always more important than any advice we might give."
- Committees of Care\*
  - o but these committees don't have a clear job description, and that is beyond scope.

### Other general statements

- Was nervous to work as staff, because had heard bad things in past.
- Easier as contract, not dependent on income, could leave if needed.
- Sadness over past losses of people in our community due to handling their employment poorly.\*
- How to do good oversight and personnel is something that MM nominating committees need as well, and is sometimes missing-> trickles up.
- Either volunteering or paid work-> part of work of whole CYM, celebrate each small piece of the whole.

### Where we went wrong in the past/ What do we need in place to make right?

- Not good job descriptions
- Not clear procedure/ policy
- Complication of being faith community/ employers/ employee\*
  - o Supervising our friends is difficult.
  - o Perhaps hiring from outside Friends?
- More responsibilities than can be done in part time hours.
  - o Paid vs volunteering
- We as Quakers are very individualistic, but this can make us challenging employees.
- Structure, governance, accountability, leadership
  - o Simpler/Less structure might make the three easier, but we are increasing structure
- Don't know/aren't prepared for conflict.

### Process/Clarity responses

- Is service just CFSC? No, this is broader -> individual service. Unclear from topic heading, but is clear from the description and query.
- First query took whole time. Might have been able to include 3<sup>rd</sup> query with second on 2<sup>nd</sup> day.
- Colour pages works well, as long as can be clearly seen, and explained well.

## Comment Cards from CYM Breakout Sessions

*Typed transcription by CYM Secretary, October 3, 2019*

(A photo of the feedback cards was sent along with this transcription)

<p>Question 2 – Service as volunteer</p> <ul style="list-style-type: none"> <li>• Efficiency and process clarity not there</li> <li>• Clear job descriptions in one place</li> <li>• O&amp;P/Ops manual</li> </ul>
<p>Part of the problem is it is hard for people to know what to cut when they don't know what CYM does. A one page 'Coles Notes' of what CYM does, including work of staff is needed. You cannot cut what you do not know. One should assume that people are unprepared.</p>
<p>I appreciate the use of the Claremont process, especially after my first session in which it wasn't correctly followed and some Friends dominated the offerings, but the strict one-minute cuts people off while their thoughts are still unformed. How about 90 sections?</p>
<p>Better education at the local level on Quaker process so that people feel they have the language and skills to take up roles at the YM level.</p>
<p>I do serve as a volunteer supervisor for a CFSC staff member. If the staff person were not highly self-motivated it wouldn't be possible with the time I have. Also I only feel comfortable with it in the context of a Personnel Committee and a staff supervisor who are able to deal with ensuring legal matters are taken care of, and step in if there are problems. – Joy Morris</p>
<p>2 – Paid Service/Oversight</p> <ul style="list-style-type: none"> <li>• We need professional managers and project managers.</li> <li>• Quaker spirit comes into play through nominations and committees of care and oversight.</li> </ul>
<p>Scavenger Hunts Find people with particular gifts, experience, and interests.</p>
<p>It is difficult to get TMM members to put their names forward for CYM volunteer positions. They say they fill out all the forms and then are seldom selected – and not told why.</p>
<p>Succession planning Committee Clerks could be actively recruiting appropriate people and leaving support structure so committees continue to function.</p>
<p>These Questions #2, point B or second point It needs to be less personal question – unless you are looking for a list of employees! Is there another way to go about it? What employees need – is better and needs to be worked on – expectations and job description evaluation – clear and open no just nice.</p>
<p>Successful organizations and projects have strong leaders with broad visions and a willingness to take responsibility for failures and successes. In the past Friends had powerful preachers and leaders The current committee structure discourages strong leadership and quick decisions and actions. Cutting events and meetings will be the death of the society by a thousand cuts. Friends need to find leaders and projects that will grow the society. And to let those leaders to their work.</p>

## **4. Individual Responses**

## INDIVIDUAL SUBMISSIONS

**Proposal: CYM Beyond 2020:** How we continue what we value in Canadian Yearly Meeting (CYM) but reduce financial and environmental costs.

### Overview

- No longer have one annual across Canada gathering but retain entity CYM, and its functions and benefits
- Do CYM Business in each of three regions - West, Central (Ontario/Quebec), Atlantic
- A few Friends would travel more, but most of us would travel less
- Expand the length and responsibilities of Representative Meeting
- Site arrangements and registration are the responsibility of Half-Yearly Meeting(s) in region
- Annual across Canada gathering of Teen Young Friends (YFs)

### Some detailed suggestions

- Add a “Yearly Meeting day” to current Half-Yearly gatherings (e.g. Friday of Spring Western Half-Yearly Meeting WHYM) or create a new CYM weekend. Schedule these so that they are sequential, not simultaneous.
- Funding and mentor/administrative support for an annual gathering of Teen YFs across Canada, rotating between regions, at one of the regional gatherings or Camp NeeKauNis.
- Young Adult Friends meet at their regional gathering, which some years may have the YFs gathering.
- Representative Meeting - One 2.5-day face-to-face Meeting in April each year. Add Nomination approval to their responsibilities and consider the Meeting another session of the Yearly Meeting with respect to continuing the business of CYM.

### Summary of Changes to Continued Features

CYM feature	Now	Proposed
Quaker or Bible Study	5 x 1hour sessions	3 x 1.25 hour sessions repeated each region
Sunderland P Gardiner (SPG) Lecture	Given 1 time, every year	Repeated each region, every other year alternating with Experience of the Spirit in My Life
Experience of the Spirit in My Life	One session every year	Repeated each region, alternating with SPG Lecture
CYM Business Meetings	5 x 3.5 hours + 2 hours = 19.5	3 x 2.75 hours + 6 hours* = 14.25
Nominations	Reviewed by Delegates. Approved by CYM in Session	Reviewed by Monthly Meetings. Approved by Representative Meeting.
CYM Epistle	Written by Epistle Committee	Written by CYM Clerk following 3 regional meetings

\*Add 1 day (2 x 3hours) to Representative Meeting

### Friends Travelling for CYM to Regional Sessions

To promote cohesion and fellowship across regions it is proposed that the following Friends travel among the regions:

Yearly Meeting Feature	Who	Travel Funding	Total
Sunderland P Gardiner Lecture	Given by same person each region	1 x 3	3
Quaker Study or Bible Study	Given by same person each region	1 x 3	3
Business Meeting	YM Clerk & YM Recording Clerk	2 x 3	6
Reporting & clearness presenters	1 person presents 1 report in 1 region x 3 reports	1 x 3	3
Continuing Meeting of Ministry & Counsel	Meets at one regional meeting each year	5 x 1	5
Special Interest Group Leader*	One person funded to go to each region	1 x 3	3

\*One person per year to go to each regional gathering with their special area of interest. Must apply to Program Committee

Friends travelling into the region are expected to stay for the whole regional gathering.

## Summary of Replaced Features

What	Replaced by
Evening with CMM&C	May be done when CMM&C meets in the region as part of HYM schedule
Delegates	Representatives
Agenda Committee	Clerks and/or Clerks Committee
Program Committee & Office Administrator site responsibilities*	Half-Yearly Meeting
Yearly Meeting of Ministry & Counsel	Gone (Half-Yearly Meetings may have a regional version)
Pre-CYM Retreat	Gone (encourage Monthly Meetings in a geographic area to have retreats)
Minute Review	Clerk and Recording Clerk
Epistle Committee	Clerk
Gleanings	Half-Yearly Meeting
Memorial Meeting	Half-Yearly Meeting
Worship Sharing	Half-Yearly Meeting
Special Interest Group time	Half-Yearly Meeting
Family Night	Half-Yearly Meeting
Singing	Half-Yearly Meeting

\*Program Committee still responsible for finding Quaker/Bible Study Leader and SPG Lecturer. Office Administrator still assembles and posts Documents in Advance, etc. Neither of these funded to travel to regional sessions.

## Other CYM Committees/Positions

Committees and positions of CYM not responsible for the annual gathering continue as at present until we decide otherwise.

## Yearly Meeting Business

- Decisions at a region hold for the entire Yearly Meeting. Matters may need to be laid over to the session in another region or Representative Meeting.
- Reporting and Clearness: One report presented in each region each year (i.e. different reports in each region). Except CFSC reports to all locations every 5 years.
- O&P changes- sent to each Monthly Meeting for review and comment. Approval in at least 2 regions required for "First Reading".
- Actions arising
  - Letter from the Clerk – approved at next YM Business Meeting or by Clerks Committee
  - Statements of belief – Approved in each region at a YM Business Meeting

## Proposed schedule for Yearly Meeting Day:

- 9:00 – 10:15 Quaker/Bible Study Session 1
- 10:30 – 11:15 Worship Fellowship or Study Follow-up or Meeting for Worship
- 11:30 Business Meeting Opening Session (Welcome, Agenda review)
- 12:00 Lunch
- 1:00 – 3:15 YM Business Meeting
- 3:15 – 3:30 Refreshment break
- 3:30 – 4:45 Quaker/Bible Study Session 2\*
- 5:00 Supper
- 7:00 – 8:30 SPG Lecture or "Experience of the Spirit in My Life"
- 8:45 Refreshments
- 9:00 Singing

\*Allow time in the weekend schedule for Quaker/Bible study Session 3 the next day

Session 1 about what to keep and let go of.

Let go of some business meeting and focus on activities that promote community.

Not sure we need to have CYM every year but probably there is a better way.

I also strongly feel that there is plenty of panicking about money but at the same time so much business at CYM sucks and it occupies a huge amount of time. I honestly struggle to tell folks at my meeting that they should take a week off in order to be bored 50% of the time for a week. Young friends business is great by the way but it helps to be smaller. Not sure what to say except that I don't hear a lot of thinking about what seems to me like the fundamental problem: that CYM doesn't seem worth it to more folks. It would be if they came but that's a hard sell sometimes.






to financial-sustainability

My initial thoughts were included with my monthly meeting's response.

I would like to add:

- The essential work of CYM should be to nurture the spiritual lives of Canadian Friends and facilitate the connections and mutual support that help see how to live our lives as Quakers
- with that focus, priorities should be on resources that keep us connected to one another, recognizing that the Society of Friends in Canada has some distinctions and experiences that set us apart from Friends in the US and UK, as well as elsewhere. Canadian Friend and the website are top priorities in my mind. If the online courses are to be continued, I want to see some data about usage.
- Spiritual resources should also be emphasized... the work of Continuing Meeting of Ministry and Counsel has been excellent in recent years. There are Friends in monthly meetings who could be supported to consider a leading to serve the wider world of Canadian Friends.
- It seems unlikely to have CYM meet annually. I suggest it would be less confusing to have a semi annual gathering, in even numbered years. In the intervening years Friends can put more energy into other kinds of gatherings...half yearly, Camp, Young Friends, and newly evolved events, as interest develops

Your summary of Friend's ideas and your report and recommendations are awaited....

  
  
**National Consultation with Monthly Meetings and Worship Groups Concerning the  
 Financial Sustainability of Canadian Yearly Meeting of the Religious Society of Friends  
 (Quakers)**

I am responding using my experience with a variety of nonprofit organizations, holding many positions over the years, as staff and board member. Many needed fund raising to function, and as a person who joined a faith based organization for the first time at 50. I was with CFSC for 8 years, and aware of the fundraising they do. I purposely avoided learning much about the broader Quaker structure, as I needed to learn the faith practices separately from my intense work in my paid and volunteer work. I have been Clerk of Contributions, and focused my attention not on individual fundraising activities, but broader system changes that would create a financially sustainable organization. I have interviewed and conducted surveys with Canadian Quakers, and have heard their passion and commitment to CYM.

When I learned about CYM, and attended various broader activities I became aware of how important a structure this is. I now care passionately about it. The magic of our unique decision making process it can foster is the basis for our identity throughout the centuries. We need to keep it. RELATIONSHIPS are the basis of what Quakers do and need to keep.

**Query 1. What is essential work and purpose of Canadian Yearly Meeting?**

RELATIONSHIPS are the basis of what Quakers do and need to keep. Clearly what is in Organization and Procedures is not accurate for this view. It needs to be revised, possibly based on what this consultation gleans.

CYM can and does foster the magic of gathering and using our unique decision making process. This is the basis for our identity throughout the centuries. We need to keep it within our Canadian context.

Patty Lembke held a panel with youth when she was a member of Contributions Committee asking them about how to involve them with our need for funds. Their response was clear – they recognize how important CYM is, and offered many suggestions as to how to engage them in maintaining CYM through generating donations from youth. Stories of how their Quaker identity informs their lives in terms of social justice, awareness of issues through CYM was essential for many of them and they wanted them shared. I have tried to obtain these stories, but not yet successful. Other suggestions have been implemented.

Below are quotes I've obtained through the years from CYM members when asked what aspects of CYM are important to them and the meaning. I am omitting the more factual responses, as I believe you will receive lots of them – these give how important it is to ensure we are not just another organization – but are fueled by our faith based inspiring identity:

*Meeting inspiring people in discover untold riches amongst people you have not met before*

*Having the opportunity to have the deepest spiritual experiences in my life. The level of discernment is inspirational.*

*A critical mass of Quakers being together*

*CYM in session Quaker study is "First School for Adults"*

*CYM gatherings are where my sense of being a Quaker gets nurtured most. I had read, but never **experienced it**. I felt as if I went through a layer of common air, to a sacred space. It was that strong 'oh my, the sense of solid sacred space. **The beauty shook me; it is the most solid sacred space I've ever gone into.***

*The Sexual Harassment and abuse committees were essential to our healthy organization practices*

*I'm received like a relative to the family...a feeling of 'yup, one of us'.*

*The way Quakers do business is our gift to the world.*

Although much 'business' can be done electronically, it appears that many of these experiences need to be done in a physical gathering, not simply through electronic media. I have participated in the courses given electronically, and all Contributions meetings are electronic. Spirit is somewhat present, but without significant face to face meetings, I believe we will not have the necessary direct experience of Spirit's presence.

## **Query 2. If CYM was just beginning and being developed in 2020, what would it look like?**

- Greatly reduced Committee structure. We need to meet and come to a sense of the Meeting on a national/regional basis. However, the structure of committees with ongoing responsibilities was a major block in my work with CFSC, and now with CYM. This is a very unformed vision, but use of our member base can be done without the current heaviness of Committees with multi-year commitments.
- One option: Develop list of 'actions needed' and 'skills available'. Create process by which the two are matched – yearly, monthly, or semi-yearly e.g. have some person/group identify the actions of the committees, possibly generated by one or two associate Clerks. Identify skills members are willing to share as they are led – graphics, fine editing, reporting on CYM activities. When actions are needed, reach out to those with matching skills sets to get the tasks done. IF they feel so led, the member could fulfill that request. If not, an outreach process for the task to be done could be created. This is how electronic communication may be the most helpful. Meetings for business could be greatly reduced, and Spirit more present when focused on issues, rather than broad Committee work. I'd be happy to spend time formulating such a model.
- Hold focused 'Quaker based training sessions'. This could be done regionally. Experiencing the difference among threshing sessions, worship sharing, Meetings for worship with Attention to Business are ways we can keep sharing our unique gift to the world. This has been done periodically, but if we focused on that, rather than

committee work, we could be clearer as to CYM's purpose in 2020. We have had Clerking workshops, need to have them on a very regular basis.

**Where do you think we should put our financial resources and focus our human energy?**

This is where my other experience, with CFSC and in the nonprofit world informs my answers as well as my relationships developed as Contributions Clerk.

**Use of current resources:** Other faith groups are opening up their reserves and spending them. They see now as a 'do or die' time. We need to do so as well. Let's open up what is in our reserves and plan to spend it down. We have foundation grant funds that could help us survive radiantly for a number of years. In the meantime we need to develop a proactive approach.

**Creating the future.** Other faith based groups have developed effective partnerships – with supportive foundations and commercial organizations.

- We need to allocate significant resources to developing access to partnerships with supportive foundations and supportive commercial organizations.
- Contributions Committee mandate is for members only. Our members cannot support us as we need to be supported. That is not a reason to stop doing what we need to do. Either open up the Contributions mandate to include these, OR hire a staff person to do so. NOT a fundraiser per se – CFSC did so, and that person's report is available, and would be useful to learn why this is not the route to go.

**We need to recognize the importance of our unique identity and collaborate with other likeminded groups to support us moving forward.**

Thank you

██████████

██████████

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

TO: NATIONAL CONSULTATION WITH MONTHLY MEETINGS AND WORSHIP GROUPS CONCERNING THE FINANCIAL SUSTAINABILITY OF CANADIAN YEARLY MEETING OF THE RELIGIOUS SOCIETY OF FRIENDS (QUAKERS).

This is a question near to my heart as between 1999 and 2009, I served on these committees which seem to form the operational core of CYM. It was apparent to me and others during that time that we were not adapting well enough to changes in society. And that we were basically 'running on fumes' with respect both to finances and to volunteer ability. The hiring of an Executive Secretary was a good if belated move and I believe it is critical that CYM not try to function without one again.

Now maybe it is not the mission of a spiritual organization to adapt itself to societal changes but ignoring their possible effects is the road to irrelevance and failure. I believe it is time to stop worrying about day-to-day financing, use some of the abundance that we have inherited, and continue to move into a future mission that we probably cannot envision but that younger members and attenders will show us.

To start, in my view CYM's essential works and purposes are:

- 1) to serve as a central, enabling and educating organization for Quaker meetings in Canada;
- 2) to serve as the spiritual home for those Quakers whose interests are best expressed on a wider level;
- 3) to serve as the flagship and voice for Canadian Quakers in the wider world of Canada and internationally (UN).

In an age when all volunteer organizations are having difficulties, and all churches along with their national organizations are reorganizing, I think that CYM needs to concentrate on those works – and really it is not doing all that badly, but some consideration of future trends should be helpful.

I was able to attend Britain Yearly Meeting in session in 2017 and have presented on its deliberations and processes. BYM's work continues and it is useful to read its annual reports. My extensive written report is attached to these notes. It is in fact quite probable that 'liberal' Quakerism WILL –as BYM notes-- continue to decline. It is not likely to die out, though many meetings will be unable to function as they have been used to. Who may be the future Quakers? From current trends, I suspect there will be 2 types: the SQUIFs (Single Quaker in Family), mature seekers who come to Quakers often with significant baggage, and Millennials wanting a spiritual tradition to nurture themselves and their families and paths. Few of these folk tend to have large financial resources, and traditional fundraising may be very unlikely to move them to contribute. In other words, CYM will be required to serve their spiritual needs without much hope of reward. How will we keep going?

We might envy BYM's confidence in a continuing stream of legacies without expecting large legacies ourselves: Canadian Quakers tend to come from social service occupations, not wealthy families.



Dear AHCFS

My concern is about how CYM meets its obligations regarding the Archives. The Archives of CYM are under the care of CYM Records Committee with the oversight of the CYM Archivist according to O&P. It appears that Records Committee has become the Archives Committee.

My understanding is that since the Archives have been closed and paid staff laid off and because the Archive Committee (which has only one serving member, Jane Zavitz) of CYM has not been meeting, that the archives have no money budgeted in the 2020 budget. The statement I read is that "since the Archive Committee has not submitted a budget" there is no money in the 2020 budget. This is not acceptable.

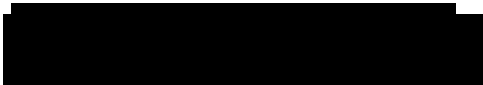
A large section of the archives is CFSC material but CFSC has declined to put any money from their budget for the purpose of maintaining their archival materials.

O & P have the stated mandate for the Archives 6.22 and 6.17. CYM is very fortunate that the Archives and the Dorland Room are housed at Pickering College. But since the long volunteer archivist service of Jane Zavitz has come to an end and since the Records Committee does not exist and Archives Committee is in disarray the oversight of the Archives is in jeopardy. A group has come together called the Archives Working Group to find a solution to the untenable position of the Archive Committee and the Archives.

I would like the AHCFS to recognize that the Archives is in transition and there **needs to be a clear budget line in the CYM budget for the operation of the Archives**. There is a CYM Trust Fund for the Archives but it is for the support of special projects and purchases outside of annual operating costs. There was a Samuel Rogers Trust Fund Grant in 2018 for operating expenses and a budget line for the Archives by CYM that has been carried forward to 2020. However the total amount involved here is not clear. This needs to be clarified. The interest generated by the Trust Fund should go into the Trust Fund and not into the General Fund. But there is no CYM budget for the continued operation of the archives. Archives cannot rely on a grant from Samuel Rogers. CYM must have a budget line for the Archives. It remains for the amount to be determined. Hopefully the Archives Working Group can come up with a workable solution.

The mandate of the Records Committee now called Archive Committee and the Archives is in O&P and should not be substantially changed. It is an historical record and important for who we are as the Society of Friends today and who we are for the future.

Thank you AHCFS for your hard work.



Dear AHCFS

I wish I had a very clear set of thoughts that would solve the financial problems and make CYM a financially functional body! I will just put forward a few thoughts:

I understand that there was an anonymous donation of \$250,000 in 2017. The decision was to use some of this money for the hiring of a CYM secretary. I understand the secretary works part time (28 hours per week) and earns \$70,000. I would like the accounting for this position to be clear and not mixed in the general fund and personnel expenses. It seems we have come to the end of the funds for this position. As much as we like and appreciate the work that the secretary has done, if we do not have the funds the position has to be laid down and we will have to do the necessary work without his paid input. Most work of CYM is done by volunteers.

It seems to me that not having a CYM treasurer, the CYM accountant (a paid position) has become a large expense. The reason given out is that no one wants to be CYM treasurer on a volunteer basis. Surely there is in our pool of Friends someone with financial skills and who would like a volunteer position as treasurer?

I remember going to Yearly meeting in the 1950-60s when it was at Pickering College and it was only three and then four days long. There was no camping nor outside kitchen. The camping and outdoor kitchen people seem to me to have created two groups within the CYM that do not socialize with each other. I would like to see camping and eating outdoors discontinued and we all eat together. I am advocating for a shorter CYM. The pre CYM retreat for a few is unnecessary and expensive. The SPG lecture and the Bible Studies should provide spiritual material.

If we must have camping, the fee charged should cover the cost of camp sites. Do the CYM staff get extra pay for attending the gathering or is it part of their job description and regular salary?

Without a CYM treasurer and a CYM secretary the financial plan being worked on for CYM is very unclear. Restructuring around the CYM secretary that we cannot afford to keep on is a wasted exercise.

I hope that the Trustee Investment Income loss will not continue to be so large. Maybe the investments need to be looked at. The current market is very high. Could Samuel Rogers Memorial Trust and their Burgundy investment advisors be consulted?

Could there be more effort in asking for subscriptions for The Canadian Friend? I remember when the Canadian Friend was half the size, on cheaper paper, and in black and white. I like the look of the present Canadian Friend but maybe we should do a cheaper print edition?

I have been asking why there seem to be those Friends that go to CYM and there are many Friends that do not see the attraction of CYM. CYM does not speak to the



majority of Friends it seems. This also reduces the pool of Friends willing to be on CYM committees and who would like to contribute financially to CYM. The Yearly Meeting has a business function, but it is mainly for “the maintenance and promotion of Christian faith, love, unity, life and practice of Friends throughout the component Meetings”. Our faith and practice is centered at the Monthly Meeting level and the Half Yearly meetings and Yearly Meeting are over and above them. Friends need to feel spiritual life at the monthly meeting level before they can be inspired by the Half Yearly and Yearly Meetings. A close reading of the State of the Society reports may give us an idea of why Friends are not inspired to attend CYM.

Documents in advance should be printed and circulated well in advance of CYM to encourage Friends at the monthly meeting level to read them and perhaps be inspired to attend CYM.

The statistical report indicates 651 involved Members in monthly Meetings across Canada and 599 regular Attenders. We are a very small number and it seems strange that Attenders almost equal in number involved Members. It is important that monthly Meetings donate to CYM, but individuals need to have the desire to financially support CYM.

I hope this has been helpful. I appreciate all the work of AHCFS Friends.

[REDACTED]



The Guiding Committee would be like an Executive Committee, for planning; but the members would have limited terms so as to exchange the task among members on a regular basis.

While Representative Meeting would still tend to business, like finances, scheduling of CYM, etc. the Guiding Committee would implement what we do with our money and effort and time to carry out our faith.

One thing a Guiding Committee could do is focus on a Theme each year -for action and study by Meetings across Canada, during that year. This was partly achieved in the Truth and Reconciliation effort. It could be done for Mitigating the effects of Climate Change; for Assisting Refugees; for Studying the Basic Testimonies of Friends of Early and Modern times; for Responding to the Needs of Children and Youth; or the Elderly; or many other focuses - not every Meeting would have to take up the Theme, but leadership from CYM is important and could be stimulating to local Meetings, if done through a Guiding Committee of committed Friends.

#3. Where do you think we should put our financial resources and focus our human energy?

More help and direction to Monthly Meetings and to isolated individual Friends.

Visiting Friends to go out from "the centre" to the far-flung Meetings.

Support for the Canadian Friend journal so it could put out more issues. MORE EMPHASIS ON SUPPORTING OUR SOCIETY AND

ITS SUSTAINABILITY and less emphasis on "doing good" for other outside organizations and other people in need, because we cannot save the world unless we save ourselves. WE MUST MAINTAIN OUR SOCIETY FIRST, and then when we are strong and sustainable, we will be able to be more effective helping others.

This does not mean giving up our service, but being more realistic and more focused about service. First we need a kind of Census of service projects that Friends are already doing: What is each Meeting doing for service? In Halifax we have in the past sponsored refugees. We have donated books on the Indigenous experience to public schools. We have held a "Peace Fair" on International Day of Peace. We support programs in the non-profit Ecology Action Centre. We participate in World Interfaith Harmony Week in February. If we heard from every Meeting's service work we would have a huge long list of activities. This could be matched by a list of what each Meeting is doing to sustain our Society: What % of a Meeting contribute funds to the Meeting and what % contribute to CYM? How many members participate in Meeting tasks and in CYM tasks? These could be publicized and appreciated.

#4. New Ideas: I would like to see Friends benefit from the talents we already have, and those we could attract. Friends in the U.S. started several colleges and universities: Haverford, Swarthmore, Guilford, Earlham and others. And Pendle Hill is a Quaker Study Centre. Could not Canadian Friends establish a Quaker Study Centre? It might develop into a College or University with Peace studies as its focus.

We publish the Canadian Friends, and also the Sunderland P. Gardner lectures. We also have two Quaker families who run small publishing companies here in Atlantic Canada. Why couldn't CYM sponsor a Quaker publishing company and put out the writings of Quakers in Canada???? Publications could include works of Quaker Faith, and works of Quaker Service.

In Conclusion, We need to strengthen our Society, by Inreach and Outreach; have a Guiding Committee to help us all gain focus; have Meetings supported by materials and visits from CYM; have an annual calendar set so we could see what opportunities there are for congenial gatherings; focus on a limited but realistic number of service projects that we can truly support; and expand our educational and publishing activities to strengthen our service and faith.

respectfully submitted,

[Redacted signature line]

[Redacted name]

[Redacted address line]

[REDACTED]  
[REDACTED]  
To: <[financial-sustainability@quaker.ca](mailto:financial-sustainability@quaker.ca)>

Cc:

Bcc:

Date: Tue, 7 Jan 2020 15:51:58 -0600

Subject: Further thoughts after [REDACTED] MM's sharing

Hi Friends

On Sunday there was a gathering of [REDACTED] MM Friends after potluck. It led to some deep sharing notes of which will be forwarded to you.

I have two thoughts to add. At the gathering I chose mainly to be a resource rather than to bias what Friends wanted to share given my long time association with CYM.

Firstly: the concept of Friends being a long thin thread across Canada was shared more than once. The second time it was by one of the Young Adult Friends who had just returned from the YAF gathering in Toronto over the holidays. I shared with her my sense that the concept of a spiritual ley line as it was my deep sense, when she was speaking, that the relationship of YAF, and all Friends, across the country is stronger than a thread and much more like a spiritual ley line.

Secondly, I would reflect that one of the aspects of CYM that needs to be continued and sustained is the Archives. One contribution on Sunday was offering three questions: what do you/we want to keep? What contributes to and supports or what gets in the way of we want to keep? What can we learn from your history? Without maintaining our records we cannot look back and explore our past to learn from it. I suspect that few Friends know anything of the Archives, so it may not come to mind for many as something that is precious and needs to be continued. I want to be at least one voice that speaks for the importance of finding ways of preserving our records as a resource for our future.

Thank you for the important work that you are doing in this area!

Blessings and peace

[REDACTED]

[REDACTED]

[REDACTED]

## CYM

The question - how would we design the function of CYM if beginning from scratch 2020?

We could begin this discernment by developing a Quaker Climate Action Testimony similar to the Peace Testimony. The Climate Crisis is a major concern to Canadian youth as much as the World Wars were to previous generations..

Through this lens develop ways for CYM to provide service and benefits listed in the reference below without compromising those values which should include our carbon footprint as Quakers.

What does CYM do for us?

Why attend Yearly Meeting?

From - The Canadian Friend - Autumn 2019 - Volume 115 - Number 3

Article - Themes & Concerns at CYM 2019 from Meeting for Worship with Attention to Business - Shiela Havard, Coldstream Monthly Meeting

Sincerely,

██████████

### **The Quaker Peace Testimony**

***"We utterly deny all outward wars and strife and fightings with outward weapons, for any end, or under any pretence whatsoever; and this is our testimony to the whole world. The spirit of Christ, by which we are guided, is not changeable, so as once to command us from a thing as evil and again to move unto it; and we do certainly know, and so testify to the world, that the spirit of Christ, which leads us into all Truth, will never move us to fight and war against any man with outward weapons, neither for the kingdom of Christ, nor for the kingdoms of this world."***

----- Forwarded message -----

To: [financial-sustainability@quaker.ca](mailto:financial-sustainability@quaker.ca)

Cc:

Bcc:

Date: Sun, 5 Jan 2020 22:27:37 -0600

Subject: CYM Sustainability

Thank you for inviting input.

In responding to the first of the three questions, I want to say that nothing is essential in Canadian Yearly Meeting. That is to say that Canadian Yearly Meeting, itself, is nonessential. We could dissolve Canadian Yearly Meeting and encourage meetings to either join the closest Yearly Meeting geographically or create their own.

For instance, I would prefer my monthly meeting to be part of Northern Yearly Meeting for several reasons. I wish this option had not be precluded by the questions that were distributed.

I also wish to predicate my response with the idea that Canadian Yearly Meeting is broken and does need fixing. At the meeting of my monthly meeting to discuss this topic there was many resonant comments that the fiscal issues are a symptom of deeper problems and that if financial sustainability could be achieved without addressing the other issues, it would be to our detriment.

I base my evaluation of well being of Canadian Yearly Meeting, in a great part, on what I considered to be a brilliant and inspiring presentation by our secretary at our most recent Meeting in Session. I refer to his reference to our nominations process where, if I recall correctly, there was something like 127

positions with about 50% of them vacant. I consider this reality to be a bigger issue than the financial concerns. A budget with such a large deficit is not a problem, in and of itself. However, it is a problem when a deficit that amounts to over 25% of a budget is not clearly related to new vision and new opportunities. This budget does not project in this way. They are both very concerning factors that I have no confidence can be resolved with minor manipulations of method or emphasis.

To the above two factors, I am impacted by my own experience. Notwithstanding the distinctions between Canadian Yearly Meeting and Canadian Friends Service Committee, I was on the board of CFSC and resigned due to the inability of the structure to respond to oppressive leadership and conflict. I spoke with the appropriate people at the time and do not need to repeat those specifics here. I also accepted a nomination to be a representative to Friends World Committee for Consultation (Section of the Americas.) Neither the office nor Representative Meeting has responded to my very basic questions for information to ground my work. I am not talking about decisions that are hard to process and require reflective and nuanced discussion. I am talking about essential pieces of knowledge that I require to even to begin my work. Lastly, my experience of Yearly Meeting in Session has consistently been a draining experience. While I am excited to invite people to attend our monthly meeting and am often noted with credit for our meeting's growth, I would never invite anyone to attend Canadian Yearly Meeting in Session.

To answer the three questions, I would say that as of today, I would like to see Canadian Yearly Meeting immediately enter a



period of dissolving itself and the energy and resources be put into assisting monthly meetings joining existing or creating new yearly meetings before the financial and human resources experience further atrophy. This change has a chance to be a great gift now, but delayed it becomes a tired group of people with no resources looking for a home. I truly hope we avoid that outcome.

Knowing that I can expect few confederates in this path I have proposed I will continue.

Rather than abstract arguments, I would think we can answer the three questions by looking at how our feet have already voted. I would suspend operations, or at least cease funding or staff support, of any and all committees that meet either of the following criteria (a) Has not been able to nominate at least 67% of the expected number of members or (b) has not spent at least 67% of their budget over the last year. [I could not the nomination report online to give and answer to (a) and would want an audited financial report of a full year to answer (b).]

[E.g. Since our representation to Friends World Committee for Consultation Section of the Americas calls for four names and there is only one nomination, any financial or staff support to this role would be immediately frozen for a year.]

In this fallow time, we would be able to discern with fresh eyes what is “essential” and what is not? The “just beginning” scenario” within question number two could then be addressed in a much more realistic and concrete way in a context that comes much closer to the imagined reality. We would save our

financial resources with this move of integrity (limiting our work to be done only when we are doing it in the manner which we claim with our budget and structure). When we began to recreate the yearly meeting, we would be able to focus our resources in a brand-new way, rather than compromise of bending to the familiar.

The central theme of my submission is that the yearly meeting is in crisis and a radical response such as the two I offer, and not mere adjustment, is required.



Dear Friends,

Thanks for taking on this major task. Attached please find my personal responses to the 3 queries.

Best regards, [REDACTED]

### Queries

1. *What is essential work and purpose of CYM?*
  - keeping Quakers connected across Canada
  - developing educational and promotional materials (like the website and Canadian Friend)
  - keeping CYM books and filing/paying taxes and insurance
  
- 2) *If CYM was just beginning and being developed in 2020, what would it look like?*
  - less staff, more decentralized, volunteer driven
  - doing much more electronically or by phone/mail;
  - still having CYM in session, but not as long
  - not nearly as much effort expended on record keeping and archival activities
  - we'd let the Camp Neekaunis Committee assume ownership and responsibility for Camp Neekaunis
  
- 3) *Where do you think we should put our financial resources, and focus our human energy?*
  - on things that matter!
  - CYM in session
  - Canadian Friend
  - Website
  - Outreach
  - we need to cut the Senior Staff Position, which is not affordable

## **5. Supporting Material**

**Summary of Structure of CYM**

**2018 Audited Income and Expenses**

**Organization and Procedure Section 6.1**

**A Bold New Plan (1998)**

## Summary of the Structure of Canadian Yearly Meeting.

—Kris Wilson-Yang, OMM, with thanks to the advice of CYM Clerks and CYM Secretary.

Organization and Procedure (O&P) is one of two publications that form the Discipline of the Canadian Yearly Meeting, the other being Faith and Practise (F&P). O&P is our source to provide definitions and to clarify structure and action for all entities within the Yearly Meeting including the Monthly Meetings, Worship Groups, Allowed Meetings, Half-Yearly Meetings, Regional Gatherings, and the Committees of those entities. It is under constant review and should be consulted if there are any questions . O&P is available on-line at [www.quaker.ca](http://www.quaker.ca).

This short précis was prepared for the Ad hoc Committee on Fiscal Sustainability as part of its supporting documentation.

- The foundational unit of Canadian Yearly Meeting is the Monthly Meeting. Monthly Meetings hold the responsibility for membership matters. All Worship Groups and Allowed Meetings are under the care of a Monthly Meeting.
- Monthly Meetings are free to carry on business independently without approval of the Yearly Meeting with the expectation that Quaker Process is followed and clearly minuted. All Monthly Meetings are independent charities with their own charitable business number. In the eyes of the Canadian Revenue Agency, the Yearly Meeting is an associated charity of the Monthly Meetings as well as a charity in its own right.
- There are regional bodies throughout the country that are referred to by the term Half-Yearly Meeting and/or Regional Gathering. They are not separate charities but are a means for Friends to meet easily in groups that are larger than Monthly Meetings.
- Half-Yearly Meetings and Regional Gatherings can keep minutes and can bring forward business items to Representative Meeting or to the Yearly Meeting when in session. Monthly Meetings are free to do so as well.
- Canadian Yearly Meeting is dedicated to maintaining our national spiritual community. It meets annually to conduct business, and to support fellowship, education and shared concerns. This national work continues through bi-annual Representative Meetings and year-round through the work of our committees and the personnel they employ and contract.
- Canadian Yearly Meeting has its own Clerks, and Standing Committees. The Clerks and members of Standing Committees are nominated to these positions through a process outlined in O&P. A list of the Standing Committees is given below. It is a partial list of the engagement of Canadian Friends in the world.
- Canadian Yearly Meeting is not an incorporated body and has a Board of Trustees who own title to the property of the Yearly Meeting and who manage risk. Through the Trustees, CYM and its operations are carefully insured. Trustees are appointed for life or until they wish to step down.
- When in session, Canadian Yearly Meeting has both a daily program schedule prepared by CYM Program Committee and a daily business schedule prepared as an agenda by the CYM clerks with the assistance of others. The daily program schedule includes Quaker Study, Young Friends program, and the annual Sunderland P Gardner lecture as examples. The business schedule

includes the nominations, consideration and approval of all CYM positions, receiving reports from standing committees, and responding to items from other sources that can include Monthly Meetings and Half-Yearly Meetings/Regional Gatherings. The specific content of these schedules varies from year to year as needed.

- Representative Meeting is a Meeting whose participants are the CYM Clerks and Trustees, named representatives of the Monthly Meetings and clerks of CYM Standing Committees or their delegates. There is no required representation from Half -Yearly Meetings/Regional Gatherings, though their concerns are welcome. Representative Meeting maintains the business of Yearly Meeting between Annual Gatherings/CYM in session. It is specifically responsible for decisions on CYM Personnel and Finance business items. Meeting date and times are announced at the end of each Representative Meeting.
- To support business between Yearly Meeting and Representative Meetings, the Clerks' Committee, comprising the CYM Clerks, a Trustee representative, and a CYM Finance representative, acts as an advisory group or body for discernment throughout the year. It reports to Representative Meeting and to the Yearly Meeting. It consults with Monthly Meetings, other Yearly Meeting Committees, and Continuing Meeting of Ministry and Counsel as needed.
- The Yearly Meeting Office has paid staff members who are involved in CYM business as staff and not as decision-makers. These staff members are responsible for financial and meeting planning tasks as well as having advisory roles.

## Standing Committees of Canadian Yearly Meeting

Please see the CYM Nominations Package that is sent out annually to Monthly Meetings and O&P for details. There are also positions for our interaction with other bodies including Friends General Conference, Friends United Meeting and Friends World Committee on Consultation, as well as non-Quaker bodies such as the Canadian Council of Churches and the World Council of Churches.

- Archives Committee
- Camp NeeKauNis Committee
- Canadian Friends Service Committee
- Contributions Committee
- Discipline Review Committee
- Education and Outreach Committee
- Finance Committee
- Nominations Committee
- Personnel Committee
- Program Committee
- Publications and Communications Committee

### Other Groups

- Continuing Meeting of Ministry and Counsel
- Statistical Secretary
- Carbon Coordinator
- Personnel Management Committee

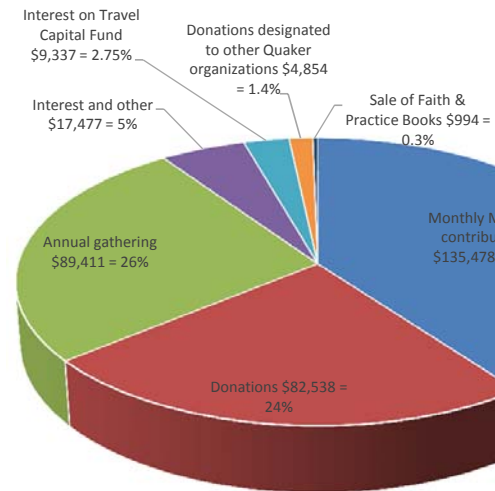
REVENUE

CYM General Fund

Monthly Meeting contributions \$135,478 = 40%	\$ 135,478.00	39.84%
Donations \$82,538 = 24%	\$ 82,538.00	24.27%
Annual gathering \$89,411 = 26%	\$ 89,411.00	26.29%
Interest and other \$17,477 = 5%	\$ 17,477.00	5.14%
Interest on Travel Capital Fund \$9,337 = 2.75%	\$ 9,337.00	2.75%
Donations designated to other Quaker organizations \$4,854 = 1.4%	\$ 4,854.00	1.43%
Sale of Faith & Practice Books \$994 = 0.3%	\$ 994.00	0.29%
<b>Total</b>	<b>\$ 340,089.00</b>	<b>100%</b>

CYM General Fund - Revenue 2018

Total: \$340,089



- Monthly Meeting contributions \$135,478 = 40%
- Donations \$82,538 = 24%
- Annual gathering \$89,411 = 26%
- Interest and other \$17,477 = 5%
- Interest on Travel Capital Fund \$9,337 = 2.75%
- Donations designated to other Quaker organizations \$4,854 = 1.4%
- Sale of Faith & Practice Books \$994 = 0.3%

CYM General Fund	CYM Funds, Other	E&O General Fund	Quaker Renewal Fund	Dorothy Muma Fund	Pendle Hill Reserved Fund	Pendle Hill Unrestricted Fund	Quaker Studies Reserved Fund	Quaker Studies Unrestricted Fund	P&C General Fund	Camp NeeKauNis	Trustee Funds
425,323	1,973	15,879	20,100	-		-		4,167	42,593	81,004	11,748

Expenses within each fund

Total All Funds  
602,787  
602,787

Annual gathering	132,147	55.30%
Donations to and participation in other Quaker bodies (FGC, FUM, FWCC)	16,033	6.71% (1)
SPG	1,973	0.83%
Education and Outreach activity	35,979	15.06%
Scholarships grants	4,167	1.74%
Canadian Friend, Website	39,889	16.69%
Learning Series	2,705	1.13%
Archives	5,056	2.12%
Expenses of sale of Faith and Practice	1,014	0.42%
	<b>238,963</b>	<b>100%</b>

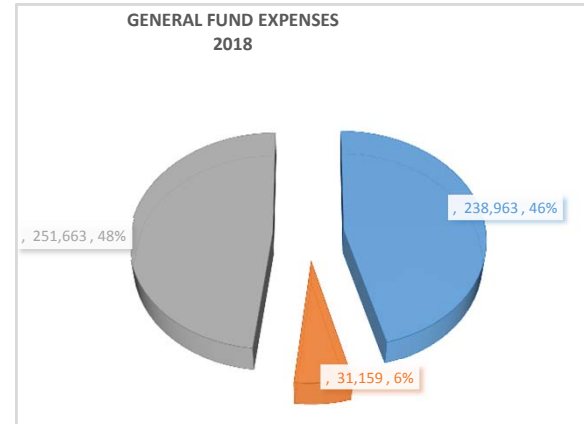
Committees consists of:

(2) Yearly Meeting committees	18,433
Representative Meeting	12,726
	<b>31,159</b>

Administration consists of:

Yearly Meeting office	239,915
Trustee admin of cemeteries etc	11,748
	<b>251,663</b>

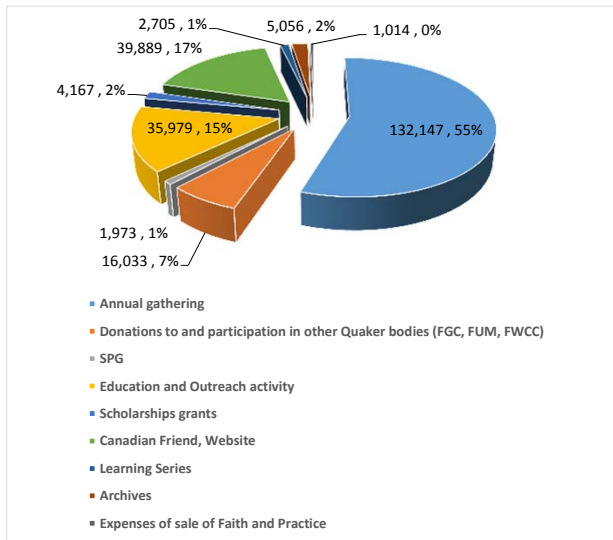
**Total expenses CYM 521,785**  
w/o Camp; Trustees



NOTES

- (1) There was a one-time donation to African Evangelical Friends in 2018 of approximately \$5850.00. Removal of this amount decreases the donations to outside groups to 10,183 of 4.37% of the program.
- (2) The finances of Camp NeeKauNis are administered by the Committee and are not part of the YM General Fund nor part of the budgeting process.

PROGRAM PIE CHART 2018





## **O&P Yearly Meeting**

### **6.1 Introduction**

The Yearly Meeting consists of the members of the Monthly and Half-Yearly Meetings. It meets annually for the purpose of generally co-ordinating the affairs of the component Meetings and the maintenance and promotion of Christian faith, love, unity, life and practice of Friends throughout the component Meetings. All members have the privilege and responsibility of attendance and participation in its sessions. Visiting Friends from other Yearly Meetings whose minutes or other credentials have been acknowledged by the Clerk are welcome to attend the general sessions and participate in the discussions. Other visitors may also participate on invitation of the Clerk.

The Yearly Meeting has authority to decide questions of administration and to inaugurate and carry on departments of religious and philanthropic work.

The Yearly Meeting receives annual reports from its standing committees. It also receives annual reports on the state of the Society from the Half-Yearly Meetings, either directly or through the Meetings of Ministry and Counsel, to which it should give prayerful consideration, and it should extend such counsel and advice in relation thereto as it may deem necessary. The Yearly Meeting should annually receive abstracts from the minutes of the Half-Yearly Meetings containing business for its consideration and action, and should give advice or instruction to the Half-Yearly Meetings when requested by them or when it is considered by Yearly Meeting to be necessary. Business may also be introduced to the Yearly Meeting from Representative Meeting, from the standing committees of Yearly Meeting, from the Friends United Meeting Boards, or from Friends General Conference, or from Friends World Committee for Consultation, or from other sources at the discretion of the Clerk. Business may also be laid before the Yearly Meeting by any of its members.

All documents to be presented to Yearly Meeting shall, so far as possible, be printed and circulated beforehand.

### **4.14 Delegates to Yearly Meeting**

In an effort to assure attendance from all parts of the Yearly Meeting, each Monthly Meeting shall appoint delegates to attend the Yearly Meeting. The delegates should endeavour to attend all sessions of the Yearly Meeting and to report back later to their Monthly Meetings on their experience of the Yearly Meeting and on decisions taken there. Delegates should be prepared to speak to the business of their Monthly Meeting's minutes which have been forwarded to Yearly Meeting for consideration. An important responsibility of the delegates is to attend the Meeting of Delegates held during the Yearly Meeting sessions (see Section 6.5).

### **6.5 Meeting of Delegates**

The Meeting of Delegates consists of the delegates appointed annually by Monthly, Quarterly, and Half-Yearly Meetings to attend Yearly Meeting sessions. It has two responsibilities. Together with members of the Yearly Meeting Nominating Committee, the delegates review the proposed nominations for

Yearly Meeting appointments which will then be presented to Yearly Meeting. In addition, the delegates appoint Friends to serve as members of the Nominating Committee; these appointments include new members appointed for a three year term and replacements required to fill vacancies that may have occurred. The Meeting of Delegates is convened by the Clerk of Yearly Meeting and clerked by a Friend chosen from among the delegates present.

## **REPORT OF A WORKING GROUP**

*for*

### ***A Bold and Imaginative Model For Restructuring and Revitalizing Canadian Yearly Meeting***

#### **PREAMBLE**

Quakers began as small scattered groups of seekers who met together in silence to wait upon the Lord's guidance. There was no common bond to hold them together other than a shared radical belief in the possibility of Divine inspiration for each person and the need to come together in fellowship. It was George Fox who, upon his release from prison in 1666, began to set in place a common discipline and an organizational structure to support it, an organization that became the Religious Society of Friends.

Fox saw the necessity for a local faith community to meet in worship to test and affirm that the leadings of individuals were in truth from God. Friends believed that Divine Spirit not only lay within the individual, they believed that God spoke through the gathered Meeting. Belief in corporate spiritual discernment opened the way for placing a check on the excessively diverse beliefs of seekers some of whose practices were rapidly discrediting Quakers as a whole and threatening the movement with disintegration. The authority of the Spirit speaking through the local worshipping community was the foundation of order and thus the Monthly Meeting as the primary corporate body among Friends came into being.

Some form of wider order was also needed that would give Friends a corporate identity and allow for communication and mutual support among scattered groups. Meeting of elders from the Monthly Meetings began to gather in the various regions of Britain out of which came the practice of developing a common Discipline. Quarterly and Half-yearly Meetings have their roots in these regional gatherings.

Within a short period of time the need for a nation-wide gathering of Friends was felt, spurred by the need to speak with a common voice to Parliament and to gain strength in numbers to relieve the suffering of Friends and their families persecuted and imprisoned by those who could not tolerate or understand the message they bore. Alongside the Meeting for Sufferings, a national gathering of elders became the practice as well. Here we see the seeds of Yearly Meetings in session, both for practical matters and for matters of discipline and spiritual nurture.

Canadian Yearly Meeting reflects this basic structure with the overarching importance and authority of Monthly Meetings, and the use of regional and national gatherings and Meetings to ensure coherence as a faith community, to adopt a common Discipline and to act together to relieve suffering, now mostly of others rather than of ourselves. Some attribute George Fox's organizational genius -- and his belief that it reflected "gospel order" -- with the survival of Friends as a religious community.

While we still use Fox's basic form of organization, we have evolved greatly from the times and practices of the 17th century. The basic principles of organization may remain, but the details change according to the circumstances of modern society. There is no suggestion that we abandon the basic principles of gospel order. But new Light is possible and Canadian Friends may, with Divine Guidance, reorganize themselves to meet the demands of communication, geography, and time that challenge us in ways that could not have existed in Fox's time.

## **RELATIONSHIPS**

There are a few basic principles regarding the relationships between the various parts of Canadian Yearly Meeting that are fundamental. Clarity about these relationships is essential for developing and understanding any organizational model:

- the Monthly Meetings are the primary unit of organization among Friends; everything begins and flows from this point
- Yearly Meeting in session<sup>1</sup> is the means whereby Monthly Meetings come together to discern matters of faith and of common purpose and activity
- Representative Meeting is a body that may be delegated to carry out certain prescribed functions on behalf of Yearly Meeting.
- Representative Meeting is a creature of the Monthly Meetings in that each Meeting is represented and its activities are approved by Yearly Meeting in session
- these various Meetings are not in a hierarchical relationship; all use Quaker practices of corporate discernment

## **RATIONALE**

We began with a sense that there are problems with our present structure and operation. One of these is a lack of community. On one hand some Friends in the east and west feel alienated from the concentration of Friends in the centre of the country; and on another, individual Friends in their local Meetings are isolated from the Yearly Meeting structures which serve them. A second problem is that of resources. Our structure is large enough to meet the needs of a much larger Yearly Meeting, but it does not have the numbers to support it. Both human and financial

---

<sup>1</sup> Yearly Meeting is all of us, the entirety of individuals and organizations that fall within the umbrella of Canadian Yearly Meeting. We use "Yearly Meeting in session" throughout this document where we mean the annual gathering held in August each year.

resources are strained; it is difficult to find the people able to take on all the responsibilities of our national committees and to pay for all the travel they entail.

There are two recent minutes which we took as a basis for developing a model:

Basic principles for any restructuring need to be concerned for

- maximum accessibility of Yearly Meeting to all Friends in all regions of Canada
- right use of financial and other resources
- the need for spiritual nurture
- concern for youth
- the need for carrying out the business necessary to the life of the YM

*CYM Minutes 96 #76*

Representative Meeting may act on behalf of the Yearly Meeting in

- financial matters
- personnel matters
- situations in which urgent action is required
- matters which fall clearly within existing testimonies or policies
- other matters which may be delegated by YM

*CYM Minutes 97 #49*

The model set out below is designed also to take into account concerns which have been raised by Friends across the country. These include:

- the necessity of nurturing our faith and ourselves spiritually
- the importance of preserving the way in which we make decisions together
- the desire to strengthen regional Meetings and gatherings
- the concern to reduce the amount of internal business done at YM in session
- the importance of trust in each other, in the ways in which we work together, and in the committees and Meetings asked to carry out our work as a corporate body

We seek a balance between our national gathering which is important to our life and unity as a community but expensive and distant for many Friends, and regional gatherings which are more accessible and provide for fellowship and the nurture of our faith in important ways. We hear the appeal from many Friends for holding Yearly Meeting sessions that have fewer items of business on the agenda so that we may consider them well and in a manner that is grounded in the guidance of the Spirit.

The major assumption we draw from the above, is that Friends are comfortable with Representative Meeting being given the primary responsibility for attending to the practical matters of common business, leaving Yearly Meeting in session with clearly prescribed authority but with less business. Such a model will depend on Monthly Meetings naming Friends to serve on Representative Meeting who are willing, able and concerned for the nature of the business that will come before that body. They will be the linchpin pins around which the success of the model will depend, serving their Monthly Meetings who in turn are the primary source of inspiration for what is decided.

After recognizing the basic assumptions and principles upon which our model must rest, the Working Group began by identifying those functions which by nature must be carried out collectively (for example approving the Discipline, communications with external bodies), and those which are necessary, but which do not need to be carried out in a unified way (for example, making religious education resources available, nurture of faith). We then envisioned moving towards a model that places major responsibility for spiritual nurture and fellowship with regional Meetings that are more accessible for all Friends, including isolated Friends. Regional Meetings are not only closer geographically to the Monthly Meetings and Worship Groups, they have an advantage of being able to meet needs among us that are regionally different.

In short, our model places matters of faith and discipline with Yearly Meeting in session, conduct of business affairs with Representative Meeting, and spiritual nurture with Regional Meetings. Of course these can never in reality be discrete and it is vital to recognize that what ties this all together is the Monthly Meetings with their capacity and authority as the primary communities of Friends where faith and action come together.

Realizing the radical nature of what is proposed here, we also recognize that we need to suggest how such change might be managed, keeping in mind Friends' historic ways of implementing change. The model we suggest is one of evolution, beginning with relatively minor changes and seeking to fully involve the Monthly Meetings, Half-yearly Meetings, and Regional Gatherings, as well as existing committees and of course Yearly Meeting in session. It also assumes that readiness for change may vary from region to region and that flexibility and differences in implementation and timing will probably be needed.

## **A VISIONARY MODEL**

We present here a picture of what we see as the end result of a restructuring process, suggesting a time frame of six years for achieving a reorganized Yearly Meeting. Depending on Friends' wishes regarding amendments to our existing Organization and Procedure and on how quickly unity is reached on basic principles, it could take more or less time. It is also important to note that the model presented is a descriptive one that gives form to our ideas without meaning to be prescriptive. It is a model of how a restructured Yearly Meeting MIGHT look, not how we think it ought to look.

### Monthly Meetings

The authority, responsibilities and role of Monthly Meetings is not changed from our present practice. The Meetings, Gatherings, and committees that lie beyond these local faith communities are to serve the Monthly Meetings and Worship Groups as they come together in matters of common faith and action.

## Representative Meeting

Representative Meeting is the administrative arm of Yearly Meeting carrying responsibility for finance, personnel, communications with external bodies (at the national and international level) as well as among ourselves, for overseeing collective work in relation to our testimonies, and other matters delegated by Yearly Meeting in session. Almost all committees could therefore be associated with Representative Meeting and their work reorganized under the oversight of three standing committees:

COMMUNICATIONS	Relations with external bodies (national & international) <i>Canadian Friend</i> Quaker Book Service Canadian Quaker Pamphlet Series <i>ad hoc</i> committees as needed
PEACE & SERVICE	International Partnerships Aboriginal Affairs Jails and Justice Peace and National Concerns Representatives to CCC Coalitions and Commission on Justice & Peace Representative to Friends in Unity with Nature Canadian Friends Foreign Missionary Board <i>ad hoc</i> committees as needed
ADMINISTRATION	Finance Personnel Nominations (see below) Records Statistics Grants for educational opportunities <i>ad hoc</i> committees as needed

Each standing committee would be named by Representative Meeting and the clerks of standing committees (3) would serve on Representative Meeting. We see these committees as umbrella groups of perhaps 6 - 8 persons under whose oversight the work of several sub-committees and individuals is coordinated. These committees would be responsible for organizing sub-committees and naming individuals to serve in various capacities. Where appropriate, sub-committee could be geographically concentrated, (for example, *Canadian Friend* and Records).

## Regional Meetings

Canadian Yearly Meeting does not at present have an entity called a Regional Meeting. We see 3-5 such Meetings evolving and deliberately chose not to use terms such as Half-yearly Meeting

so that there would be flexibility as to frequency of meetings. We also deliberately chose the word Meeting to indicate its authority in matters of corporate spiritual discernment.

The boundaries of such Meetings would need to be established according to the wishes of the Monthly Meetings that would be associated with them. There are now natural groupings in the western and Atlantic regions, but there is a vast area in between which might be served best by two or three Regional Meetings. We noted also that Yearly Meeting in session has until the present provided many of the advantages of regional gathering for Friends living in Ontario and Quebec.

Regional Meetings would be charged with primary responsibility for spiritual nurture, fellowship, and communication with isolated Friends and Worship Groups where a Monthly Meeting is too distant. How these responsibilities are organized could vary from region to region, so we are avoiding suggesting a committee structure and have listed here only examples of activities.

- Requesting, receiving and responding to State of Society Reports
- Nurture of faith
- Membership of isolated Friends
- Care of isolated Worship Groups
- Fostering intervisitation
- Quaker camps in the region
- Young Friends and children's programmes
- Distribution of outreach materials
- Spiritual enrichment and encouraging educational opportunities

The nature of the responsibilities of Regional Meetings as outlined here could be greatly facilitated by the work of a Field Secretary in each region.

### Yearly Meeting in session

Yearly Meeting in session is the place where matters needing corporate discernment for the whole of Yearly Meeting rest. Monthly Meetings coming together in these sessions may, with the guidance of the Spirit:

- describe matters of common faith or that extend our understanding of the testimonies
- approve and amend the Discipline
- recognize new, or lay down Monthly Meetings
- receive reports for approval from Representative Meeting
- attend to matters referred by, or not delegated to, Representative Meeting

Some committee work will continue in support of the work of Yearly Meeting in session:



## DISCIPLINE REVIEW

PROGRAMME	Adult programme Children's programme Agenda
EPISTLE	Summarizing Writing
HOUSEKEEPING	Sundry as needed

There would continue to be a "Meeting of Elders" at Yearly Meeting in session, comprised of members of the local Meetings of Ministry and Counsel. As is now our practice, these individuals would have the responsibility to uphold the Meeting in prayer and to attend to nurturing the Spiritual life of the gathering.

### Frequency of Yearly Meeting

The model that we are drawing is neutral to the frequency of Yearly Meeting in session. Nevertheless, we feel that it would be necessary for annual Meetings to take place until the changes proposed have been completed. At that time, sentiments may change because of the changing nature of how we conduct our business affairs. The differences in views now held among Friends regarding the frequency of Yearly Meeting gatherings may in part be fuelled by the difficulties that many have in travelling the distances required and the resulting sense that decisions are being made centrally without opportunity for face to face communication. It may be that when Yearly Meeting has fewer administrative responsibilities, these sentiments may change. Or it may be that as Regional Meetings evolve, they could host national gatherings on some kind of a rotational basis. Experience with a new structure may show the way.

### Board of Trustees

The Board of Trustees is an entity like no other within Yearly Meeting. It has the legal responsibility of holding property in trust, and for making decisions related to that property including expenditure of interest income from invested funds. It is named by Yearly Meeting in session, but it is not a "committee" *per se*. We see no need to change this arrangement.

### Nominations

The role of a Nominating Committee is crucially important to the ongoing strength and renewal of the Yearly Meeting. All Meetings within the Yearly Meeting have a nominating function to carry out and in general, each would have its own committee to assist with this. In the case of Yearly Meeting in session and Representative Meeting, we recommend that only ONE committee be named, that it be associated with Representative Meeting, but report to one or the other depending on circumstances.

We also strongly suggest that a Nominating Committee's role be enhanced to include responsibilities for identifying and encouraging Friends, especially newer and younger Friends who are not now involved, to take up service opportunities. A proactive role for a Nominating Committee could include keeping a list of potential Friends to serve in various ways, and to sponsor training seminars and workshops to assist Friends as they assume new responsibilities.

As a committee of Representative Meeting, Nominating Committee would continue to be named by representatives of all of the Monthly Meetings. This would replace the current practice of holding a Meeting of Delegates during Yearly Meeting in session.

## **IMPLEMENTATION**

Changes along the lines that we have proposed need to be approached with the understanding that they will be phased in. This will allow for existing committees and others to participate in the process and for dealing sensitively with the differences in the various existing regions of Yearly Meeting. We also need to be mindful of Friends' concerns that we pay attention to right ordering of changes to our Discipline. Our suggestions for implementation are therefore based on two assumptions:

1. that a two phase process be used where we move slowly from a model that is relatively centralized to one that is devolved.
2. that the Discipline be revised before changes are implemented.

### Planning Committee

The key to moving forward is the establishment of a committee that is charged with bringing forward a detailed implementation plan. Such a plan would be based on agreement of broad principles by Yearly Meeting in session and full consultation with Monthly Meetings and existing committees.

Individuals serving on a planning committee need to be well suited for the task. Geographic representation is important, but not at the expense of finding persons with time, and relevant experience and skills. Cost will be another factor. Philadelphia Yearly Meeting set up a planning committee for its reorganisation work by appointing a special Naming Committee to find suitable Friends to serve.

A Planning Committee needs resources. It would need staff support and travel expenses. It would need time to consult and work out a feasible plan. Such work is outside the normal work of Yearly Meeting and could be given a time limit. Under these circumstances, special funds might be found in our trust funds. We may also wish to appeal for special donations.

## Phase I

Phase I would allow for a reorganization of committee work with the existing committees participating in how this would be arranged. Once an overall direction is approved by Yearly Meeting in session, this phase would begin by naming a Planning Committee and by having all existing committees report to Representative Meeting, with the exception of those continuing as committees of Yearly Meeting in session as noted above.

## Phase II

The second phase would be a gradual devolvement of the nurturing functions to Regional Meetings. It would begin with Monthly Meetings deciding on the boundaries and membership of each region and the naming of a clerk. Assumption of regional responsibilities would take place according to the state of readiness of each region. Committee structures would also vary according to needs and preferences within each region.

### **STAFFING IMPLICATIONS**

#### Phase I

needs strong staff support for transition

RM clerks & committee clerks need support

centralize coordination of ALL staff functions\*

consider employing a general secretary

consider naming a treasurer

#### Phase II

staff at centre are admin. only

field staff working with the regions

increased use of volunteers

\* We now employ around 12 persons in a staff role. Central coordination of all staff functions would be important to facilitate changes over time. This does not mean all staff being located in one place!

## FINANCIAL IMPLICATIONS

### Phase I

increased support costs for RM clerks  
and committee clerks

reduction in RM travel costs

reduction in committee travel where  
geographically concentrated

increased use of Canadian Friend during  
transition

### Phase II

support costs for regional volunteers

employment of field secretaries

no general secretary

financial administration primarily at local  
and national levels\*\*

\*\* Both Monthly Meetings and Representative Meeting administer finances. We suggest that Regional Meetings NOT be asked to carry this responsibility in any extensive way. Representative Meeting would provide funding for regional work either through staff expenditures or through reimbursing volunteer work. This arrangement could also allow for a form of "equalization grant" if there were significant differences in wealth between regions.

## TIME FRAME

Flexibility is important, but a time frame would give everyone involved opportunities to evaluate the progress of the work and to anticipate next steps. A time frame might look like the following:

YM - August '98	Approval of broad outline of new structure Appoint a Naming Committee for recommending membership on a Planning Committee
RM- Fall '98	Appoints a Planning Committee Establishes procedures for retaining staff support for Planning Committee
YM - August '99	Interim Report of Planning committee First reading of revisions to the Discipline
RM - Spring 2000	Approval of budget for 2001
YM - August 2000	Full report of Planning Committee Approval of Plan Details Second reading of changes to the Discipline

	Naming of new Nominating Committee Approval of budget and staffing proposal for 2001
RM - Fall 2000	Plan for staff reorganization
RM- Spring 2001	Budget - revised 2001, new 2002 New structure committees named for 2001-2 Staff changes implemented
YM August 2001	Further reading of changes to the Discipline Phase I of new structure complete at rise of Meeting
YM August 2002	Report and evaluation of changes
RM - fall 2002	Planning begins for Phase II
YM - August '02	Recognition of one or more Regional Meetings
YM - 2003-04	Devolvement of responsibilities to Regional Meetings takes place as ready

Virginia Dawson  
David McKay  
Beverly Shepard  
Gale Wills

April 1998

## GENERAL DESCRIPTION OF A YEARLY MEETING

A Yearly Meeting is an organization that brings within its sphere Meetings and individual Friends having a broad common purpose, who desire to worship and work together. It provides a means of communication among Friends, a collective identification within the fellowship of Friends worldwide, and a process for identifying any changes in common purpose. It may or may not take collective action in the world or communities within which it exists.

## EXISTING FUNCTIONS OF CANADIAN YEARLY MEETING

- Plans and carries out annual Meeting for Worship for Business
- Plans and carries out annual gathering
- Publishes *The Canadian Friend* and Canadian Quaker pamphlet series
- Operates Quaker Book Service
- Collects and distributes First Day School materials
- Collects and distributes adult learning materials
- Collects and distributes outreach materials
- Provides organizational base for isolated Friends
- Responds to enquiries from individual non-Friends
- Communicates and cooperates with Quaker bodies outside CYM
- Communicates and cooperates with non-Quaker faith communities
- Coordinates and facilitates national and international service and witness
- Operates Camp NeeKauNis
- Collects monies, accounts for its expenditure, suggests future financial needs
- Holds monies in trust and administers accounts for their expenditure such as support for Meetinghouses, travel, scholarship, traveling in the ministry, Sunderland P. Gardner lecture, assistance for Friends needing financial help, missionary work, and others
- Keeps records of Quakers in Canada
- Communicates existing organization and procedure
- Oversees process for change in the Discipline
- Conducts a process for naming Friends to office at national sessions
- Recognizes new Meetings
- Conducts a process for naming new Friends to office between national sessions
- Responds to requests between annual sessions for action from Friends and Meetings, bodies outside CYM, and CFSC
- Attends to the nurture of Quaker faith and matters related to how we care for one another
  
- Requests, receives and responds to State of Society Reports
- Receives and summarises epistles from other Yearly Meetings worldwide
- Circulates annual epistle to other Yearly Meetings worldwide
- Supports Canadian Friends' attendance at conferences and educational opportunities
  
- Provides advice and assistance to persons suffering on account of their Christian testimonies, and may petition on their behalf (eg Peace Tax concerns)
- Hires and oversees employed staff