

# **Redesigning the Toronto First Music Program**

**Report & Recommendations by  
“The Music Task Force”**

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## **I Recent History of the Music Program**

Though the recent history of music at First Unitarian includes many high points (for example, excellent choir performances, great guest musicians and a world class Sunday pianist), our music program has been plagued by turmoil, frustration and unhappy change, largely due the many departures of Music/Choir directors.

- 1994: Laurie Fraser resigned as Music Director, unhappy with the change to two Sunday services and a clash of communication styles between herself and the Ministers. Rose Thompson was hired to replace her.
- 9/97: Rose Thompson resigned as Music Director to accept the position of Conductor of the Banff Symphony Orchestra. Peter Tiefenbach was hired to replace her.
- 4/99: Peter Tiefenbach resigned as Music Director because the choir rejected his ideas for improving the quality of Sunday music (e.g. hiring paid section leads, creating an auditioned chamber choir, etc.). When a replacement could not be found, we offered to split the Music Director job into two positions. Peter gladly took the role of Sunday pianist, and Mary Piercy was hired as Choir Director.
- 3/00: Mary Piercy resigned as she felt the demands of the job were too overwhelming to be met in a thirteen hour work week.
- 4/00 Ian Crowley was hired as Choir Director.
- 4/01 Ian Crowley resigned before his contract expired.
- 3/02 Alan Gasser was hired as Choir Director. He was told he would start with 13 hours per week and eventually move to 20 hours per week in the expanded role of “Director of Congregational Music”. The Choir Director’s role was to be broadened in order to foster “congregation wide” involvement in the music program. (These efforts came in the form of “The Village Harmony” program and “Friday night sing-alongs”). Neither a job description nor a contract were ever written for the DCM position.
- 1/04: Alan Gasser resigned as Choir Director, feeling caught between an expanded but undocumented job description, no contract and a choir unhappy with his leadership. As the Ministers were on Sabbatical, Alan was asked to stay on until they returned in April.
- 1/04: A budget crisis coupled with Alan’s resignation led to the elimination of the choir Director position. The choir was said to be “on sabbatical”.
- 5/04: A conflict resolution meeting facilitated by a consultant from the CUC was held to air differences so that we could move forward with the music program.

Today our music program is in limbo. On one hand we feel blessed to have Peter Tiefenbach, arguably the best Sunday pianist in the city. On the other hand, the choir is dormant and

unhappy. Other musical groups feel their needs have never been addressed. Newcomers have asked the Worship Convenor “Is there a string quartet I can join?” “Do you have a chamber choir I could get involved with?” “When does the children’s choir sing?” There is also an obvious lack of variety of music presented at First (almost exclusively classical), little or no participation from members of the congregation, and few guest musicians. As a result, music is not the vital part of congregational life it once was. Several former choir members have left the congregation, citing the lack of music, and who knows how many visitors have not returned because we are not offering outlets for musical expression.

## **II Building for the Future – the Long View**

As a result of this situation, the Convenors and Board authorized the creation of the Music Task Force to: create a vision and a mission for Toronto First’s music program; to identify ways to make that vision a reality; and to make recommendations to the Board and the Convenors.

We have attempted to understand the difficulties that have challenged our Music Program and our recommendations are specifically designed to avoid the mistakes of the past; primarily but not exclusively, those that have plagued the choir.

We have consulted with Members and Friends of First, our music professionals, staff, choir members, members at large, and music directors at comparably-sized congregations throughout North America. In addition, we have taken into account past music surveys as well as the findings from the conflict resolution meeting in May 2004.

### **A. Vision for the Music Program**

#### **A Note on Our Vision**

We are offering an idealistic vision of how a professional, passionate and healthy music program at First could look and sound! However, we must walk before we run. Therefore, our recommendations focus on creating a foundation/structure that will encourage creativity, leadership and growth within the program.

We have also attempted to reflect the economic reality of our congregation. Some of our recommended Action Items are primarily based upon the need to maximize a limited budget.

#### **Proposed Vision**

**Music at Toronto First should enrich congregational life. It should be a springboard for spirituality, fun, and well-being. It should help deepen relationships and promote a sense of responsible ownership among congregants. Finally, it must be based on our seven UU principles and act as a driver of congregational growth.**

## **B. Mission for the Music Program**

### **A Note on the Mission Statement**

Unitarians do not use music in the same way as other faith groups. It is not, for example, an essential part of liturgy. This begs the question, what exactly is the purpose or mission of music in our congregational life?

First and foremost, we believe that the purpose of music at First Unitarian is to strengthen the transformational quality of Sunday service. Music is a form of ministry, a place where our minds, spirits and hopefully, bodies, meet. Like the sermon, the silence, the candle-lighting and the readings, music is an important emotional component of the overall service.

Secondly, music-making is a very real form of spiritual and emotional expression and a powerful way to express our UU principles. Like the collective reciting of our credo, singing, playing and listening to Unitarian-oriented music is one of the ways we express, strengthen and affirm our shared values.

Thirdly, music-making (primarily, but not exclusively, singing) is a social activity in which many members of our congregation want to participate. As such, it can and should be an activity which helps build and strengthen the relationships between members and makes our community a more desirable place to be.

Music at Toronto First will include:

- 4 Participation of members and friends.
- 4 Music Professional(s) to lead, perform minister to, and act as a resource to congregants.
- 4 Performances and music leadership by capable members of the congregation.

### **Proposed Mission Statement**

**By creating a comprehensive and inclusive program, music at Toronto First aims to:**

- 1. Maximize and deepen the transformational power of every worship service.**
- 2. Serve members of all interests, ages and abilities.**
- 3. Nurture the leadership skills of lay people within the congregation.**
- 4. Foster members' rightful ownership and responsibility for the music program and music events.**
- 5. Act as a community building force for the congregation as a whole.**
- 6. Offer a consistent positive energy that helps attract new members.**

### **III Recommendations to the Convenors and Board of Trustees**

#### **1. Ratify Vision and Mission Statement**

We believe that one of the reasons we have encountered difficulties with our music program has been the lack of a clear, well-formulated Mission and Vision that our professionals and lay people can use to:

- a) guide the choices of programs implemented;
- b) guide the methods of implementation; and
- c) provide a neutral means of determining where to focus people's energy, particularly when discord arises.

An agreed-upon Mission and Vision for the music program will help us avoid conflict. It will lift us out of the details, enable us to see our larger goals, and re-focus us when we aren't sure how to proceed.

As detailed earlier:

#### **Proposed Vision**

**Music at Toronto First should enrich congregational life. It should be a springboard for spirituality, fun, and well-being. It should help deepen relationships and promote a sense of responsible ownership among congregants. Finally, it must be based on our seven UU principles and act as a driver of congregational growth.**

#### **Proposed Mission Statement**

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## 2. Adopt “Small Groups Ministry” Model for Music Program

Within our congregation we have a wide variety of musical tastes, interests, and preferred means of expression. Until now the music program at First has not been able to meet that wide range of needs. The Music Task Force believes that First should be offering a variety of outlets for members to express themselves musically. Over the past year the Music Task Force has learned about the musical needs of our members. We have found that:

- 4 Some singers want access to a music professional **so they can build community by socializing and expressing themselves through spiritual song.**
- 4 Some singers want access to a music professional **so they can be challenged to pursue musical excellence.**
- 4 Some musicians want access to a music professional **so they can receive support and guidance in preparing songs/pieces for worship services.**
- 4 Some members want access to a music professional **to help them put on musical events that build community and raise money outside of Sunday worship.**
- 4 Some members want our **children** to have access to a music professional **so that we can help them build their sense of community and enrich their UU identity.**

Clearly we need a flexible program structure that gives our music professional the freedom to work with different groups at different times, offering a variety of outlets for musical expression.

The “Small-Group Ministry Model” is an organizational model successfully used by many UU congregations to meet the varied spiritual needs of their members. Because Music is a form of Ministry it makes sense to adapt this model to meet the varied musical needs of our members, thus enabling us to fairly serve our diverse congregation.

The MTF recommends that the new music program be built on the premise that “Music Ministry Groups” exist to serve the congregation as a whole. They will be: self perpetuating, welcoming to all, gather with a spiritual focus, nurturing and serving both the attending members and the community as a whole. (See guidelines for Music Ministry Groups in the appendix pg.16)

### 3. Create a “Music Ministry” Committee

A small group is needed to ensure the success of the new music program at First. According to the UUMA, a music committee is essential to the operation of a successful music program. The committee should include a minimum of four members. Each member should represent one of the various music constituencies within the Congregation, i.e. one representative of each: the Open Choir, the Auditioned Choir, Member Musicians, Children in R.E. program, and eventually a Music Outreach group. These committee members should be people who have:

- a) musical experience;
- b) the ability to put the best interests of the whole congregation first;
- c) strong organizational skills; and
- d) communications experience.

#### Responsibilities

\* Provide feedback and support – similar to the Internship Committee or the Committee on Ministry, this committee would provide a place where the DCM can get feedback from a congregational perspective on any matter concerning the program, or the way that it is functioning.

\*Collaborate with the DCM in encouraging growth of the program through lay led leadership.

\*Collect and maintain a database of congregational musicians, singers etc. (DCM determines, when, if & whom will play at worship services)

\*Oversee the building and maintenance of choral Library, with the approval of the DCM (Library should be regularly updated on the computer)

\*Work with DCM to ensure that the Vision & Mission of the music program are adhered to:

#### **Vision:**

**Music at Toronto First should enrich congregational life. It should be a springboard for spirituality, fun, and well-being. It should help deepen relationships and promote a sense of responsible ownership among congregants. Finally, it must be based on our seven UU principles and act as a driver of congregational growth.**

#### **Mission:**

- 1. Maximize and deepen the transformational power of every worship service.**
- 2. Serve members of all interests, ages and abilities.**
- 3. Nurture the leadership skills of lay people within the congregation.**
- 4. Foster members’ rightful ownership and responsibility for the music program and music events.**
- 5. Act as a community building force for the congregation as a whole.**
- 6. Offer a consistent positive energy that helps attract new members.**

The Music Committee Chair would report to the Music Convenor. He/she would also have a hands-on role in conflict resolution if and when a music-related dispute arises.

#### 4. Create “Director of Congregational Music” Position (DCM)

When considering how to structure the activities of music professionals at First, we examined several scenarios including combining the positions of choir director and pianist, maintaining them as separate functions, or eliminating them entirely and relying on volunteers. After much deliberation, the committee determined that none of these alternatives would enable us to fully realize the mission of music at First.

We need our music professional to be accessible and present among us. Interacting with the Congregation on Sunday mornings, i.e. ministering through music, should be inherent in the position. We also need to ensure that our significant financial investment in music is shared fairly among members of many ages, abilities and interests.

Therefore, the Music Task Force advises the creation of a single position entitled **Director of Congregational Music** (DCM) who will be a ‘musical resource’ to the congregation rather than exclusively a pianist or choir director. In other words, the DCM will be a resource whose time and talents will be shared by a number of music ministry groups within the congregation, including but not limited to, the choir(s), dance choir, congregational band(s), Worship Leaders, and Religious Education Teachers. It is our belief that this will allow the greatest number of congregants to benefit from the expertise of the DCM, thereby providing the greatest benefit to the congregation.

This structure will be a challenge for both the new choir(s) and the worship team who will no longer have one person committed solely to meeting their needs. However, it is also an opportunity for those groups to increase their level of lay leadership so that other music ministry groups within the church can also flourish and contribute to the musical life at First.

To fulfill this new role the DCM needs to be skilled at inspiring, recruiting, energizing, teaching, and supporting volunteers around music. He/she must ensure that musical expression is accessible to members of all ages, skill levels, and experience. He/she should be available to:

1. Provide piano accompaniment (or alternatives) on Sundays.
2. Collaborate with staff and volunteer leaders at weekly worship planning meetings.
3. Develop, nurture and support a variety of musical small-groups such as the congregational band, open choir, auditioned choir, dance group, youth group, etc., or solo performers.
4. Work with music ministry groups, placing a priority on the group presenting at the next service.
5. Decide which music ministry groups are and are not suitably prepared to participate in upcoming services.

Restructuring of the Music Program in this way will be a cultural change for First. It requires a shift in the way the congregation views the music professional, the work he/she does, and its own responsibilities for using music as a form of ministry. The MTF is convinced that this approach provides the greatest opportunity to revitalize and re-energize the musical life of our congregation and fulfill the mission of music at First.

## **5. Create and Adopt “Director of Congregational Music” Job Description**

In recent years we have had difficulty retaining Choir Directors for a variety of reasons, including:

1. Unrealistic expectations set for the job. Both Mary Piercy and Alan Gasser warned us that the job was too big to do in 10 – 15 hours a week
2. The choir and the church leadership (Convenors and Ministers) had differing expectations for the Choir Director. The choir wanted him to focus on the choir, and the Leadership wanted him to focus on the larger Congregation.
3. Budget problems – we couldn’t increase the Choir Director’s hours as we had intended to.
4. The last Choir Director was working without a job description or a contract.

These issues resulted in misunderstandings, confusion, and occasional conflicts between our music professionals, leadership and our laity.

Consequently, we recommend significantly redefining the roles and responsibilities of our music professionals at First. We recommend moving from a two person “Choir Leader and Pianist model” to a one person “Director of Congregational music model”. It is especially important to create a detailed job description outlining expectations, responsibilities, remuneration, and support for this new role. (See the sample job description in the Appendix pg 13.)

## **6. Establish a “Music Convenor” Position**

Currently the Worship Convenor is responsible for the music program at First. Both the present and the past Worship Convenors agree that the job is too big for one volunteer. (More than one Worship Convenor has resigned early, citing a lack of time to do all that needed to be done.) Given that the new structure for the music program will require extensive volunteer coordination, the MTF recommends that a position of Music Convenor be established. A Music Convenor would support the Director of Congregational Music in adhering to our vision and mission for First’s music program

## **7. Establish a "Music at First" Fund (Board of Trustees)**

One possible method of dealing with the financial shortcomings of the music program is through the establishment of a Music Fund. Members who want to make a "planned giving" donation to the congregation and who value the music program could make a bequest to this fund. It could be used for special expenses such as the purchase of equipment, major repair to the piano if needed, etc.

## **IV Recommendations to the Music Convenor and Music Ministry Committee**

### **8. Adopt a “Covenant of Understanding” between the Congregation and Music Ministry Groups**

We recommend the establishment of a formal covenant between the congregation and any music ministry group accessing a significant portion of the DCM's rehearsal time, including band, choir etc. The covenant will outline the rights, responsibilities and expectation of individuals, the group as a whole, and the congregation. It will also include a clear process for resolving conflicts. Such a covenant will give anyone entering a Music Ministry Group a clear understanding of expectations involving behaviour, attendance, etc.

Having an annual re-covenanting process will ensure that it has sufficient importance in people's minds. This will help ensure that everyone is aware of the rights and responsibilities around the music program.

If it is decided not to have a public covenanting ceremony, the covenant should be advertised / published at least annually (whenever notices go in Horizons to recruit new members), so that everyone understands the expectations. (See Draft Covenant in the Appendix pg.17.)

### **9. Re-establish an “Open” Choir**

For most congregants, the choir and the Sunday piano are the heart of the music program. In fact, it is difficult to find a healthy, growing UU congregation without a choir of some variety. Choirs also effectively fulfill the mission of music at our congregation by deepening the transformational power of the worship service and building community, nurturing leadership, attracting new members, etc.

For these reasons, the MTF have concluded that a vibrant, enthusiastic, self-motivated choir will have a profoundly positive influence upon the life of the congregation and the fulfillment of our musical mission, and should be an integral part of the new music program at First.

The Music Task Force also believes that the choir should be open to all interested members for three reasons:

- 1) inclusiveness is among our UU principles;
- 2) singing together builds community; and
- 3) as a form of spiritual expression singing should be available to all.

## **10. Establish an ‘Auditioned’ Choir**

The MTF also recognizes the importance of offering challenging and satisfying opportunities to the more advanced singers in our congregation who are committed to developing their musical skills. Therefore, we also recommend the establishment of an Auditioned Choir.

This choral group will be for those congregants interested in learning continually more challenging material, have the time to belong to two groups, and are committed to developing their musical skills. Members of the group will be drawn from the Open Choir. Acceptance will be based upon skill, willingness to practice, and enthusiasm, as determined by the DCM.

It is important to note that the success of the “Open Choir and the Auditioned Choral Group” will depend on lay leaders’ willingness to assist the DCM with musical coaching and managing rehearsals, etc. This is critical given that all Music Ministry Groups will only be accessing a portion of the DCM's rehearsal time.

## V Appendix

### 1. Director of Congregational Music: Job Description

#### Position Description

##### **Director of Congregational Music (“DCM”) First Unitarian Congregation of Toronto**

The “DCM” is responsible for the quality of music at all worship services. The music provided throughout the year must support the worship theme or tone of individual services, be appropriately diverse, and include pieces from a variety of religious and secular traditions, cultures and languages. He/she will strive to ensure that his/her work and all music activities at First are in keeping with our **music mission statement, that is to:**

1. Maximize and deepen the transformational power of every worship service.
2. Serve members of all interests, ages and abilities.
3. Nurture the leadership skills of lay people within the congregation.
4. Foster member’s rightful ownership and responsibility for the music program and music events.
5. Act as a community-building force for the congregation as a whole.
6. Offer a consistent, positive energy that helps attract new members.

This is a self employed, contract position based on 20 hours per week, from August until June, to be renewed annually. The DCM is responsible for invoicing the church on a bi-weekly basis.

The two months of July and August are contracted for a summer piano replacement at a rate of \$125.00 per week, one service per week. The Director of Congregational Music is responsible for these replacement duties; he/she can do it him/herself or hire a substitute. The Worship Convener will be accountable for the work of the Director of Congregational Music. With the assistance of the Music Convener and the Music Ministry Committee, the DCM will be responsible for: planning the Sunday music program, ensuring that the music library is organized and maintained, and recruiting & supporting the facilitators / leaders of the “Music Ministry Groups”.

#### Specific Responsibilities

##### **a) Providing Music**

1. To arrange for and/or prepare appropriate piano/instrumental or vocal music, and/or dance, at all worship services, and to be accountable for those musical offerings.

2. To act as a musical resource to the Congregation by developing and working with members and their music ensembles (such as the Band, Open Singing Club, Chamber Choir and Children's Choir), as appropriate for participation in worship services two to three Sundays per month, as well as other appropriate activities (e.g. congregational rites of passage). This includes selecting and obtaining the music for rehearsals and being accountable for its safekeeping. The DCM is responsible for playing piano for his/her own rehearsals when an accompanist is not available.
3. To approve, engage, rehearse with, and arrange payment for, guest artists, soloists, and ensembles within the music budget allocation.
4. The DCM is free to accept paid opportunities to provide music at weddings and memorial services held within the church building, when requested. Such services to be invoiced separately and are to be considered over and above the hours designated for regular church work, and over and above regular remuneration received from First Unitarian.

**b) Communication**

1. To work within an interdisciplinary team (including Worship Leaders, Ministers, and the Director of Lifespan Religious Education) on the advance selection of music that is appropriate to the theme of the services. This involves attending weekly worship planning meetings (two hours/week) and a summer weekend retreat.
2. To work with the Music Ministry Committee to ensure that music activities within the congregation are in accordance with the Vision and the Mission of First's Music Program.
3. To provide, or to delegate, with appropriate timeliness, the writing of a monthly music column for Horizons newsletter and weekly information for the order of service.
4. To attend staff, committee, Convenor and Board meetings as determined by the need for good communication between the DCM, the Minister, the Worship Convenor, the Worship Leader, or the Administrator as required.
5. To arrange for appropriate substitutes on rehearsal nights or Sundays when unable to attend, covering the costs of such replacements from the Director's remuneration when unable to fulfill the duties required.

**c) Administration**

1. To develop and be accountable for the annual music budget which entails submitting annual financial requirements, planning and making expenditures, and monitoring and reporting on expenditures on a semi-annual basis.

2. To purchase choir music within the choral music budget and to support the choral librarian, and the Music Ministry Committee, in the building and maintenance of the choir's library, which should be kept up to date on the computer.
3. Advise the Administrator of the church in a timely fashion, concerning the needs of space allocation for rehearsals, the need for risers or special chair arrangements, and any extra performances.
4. Advise the administrator on the condition and maintenance needs of the pianos.
5. Advise the Administrator and Music Ministry Committee on policy setting regarding the use of church-owned pianos, and the implementation of such policies through the church Administrator.
6. Coordinate and cooperate with other staff and Convenors at First, including clergy, and administrative and custodial personnel.

**d) Development/Outreach**

1. To participate in appropriate denominational conferences, seminars, musician's networks, and pursue professional development opportunities which will further the mission statement outlined above, if funding from First Unitarian is available.
2. To work with the Music Ministry Committee, Music Convenor, and the Minister in shaping the future direction of music at First so that music will be integrated into our community in a variety of ways that will enhance the spiritual and numerical growth of the congregation.

## 2. Guidelines for Music Ministry Groups

The First Unitarian Congregation of Toronto is a community of unity in diversity. Our music program offers a variety of ways of expressing and exploring our musical and spiritual selves, both individually and communally. Each “Music Ministry Group” is an expression of Unitarian Universalism and representative of the Congregation to the larger community.

As a congregation, we expect that all Music Ministry Groups will participate in the life of the congregation as a whole. Both the Congregation and the Music Ministry groups will hold each other accountable to the mission of Music at First.

### The congregation is responsible for:

1. Opening its doors to each group for rehearsals, meetings, teaching and learning.
2. Providing Music Ministry Groups and their Facilitators with access to the Director of Congregational Music for guidance and support re: fulfilling the mission of music at First.
3. Encouraging members and friends of the Congregation to join Music Ministry Groups.
4. Holding Music Ministry Groups accountable to the Mission of Music at First through the Music Ministry Committee.
5. Encouraging interaction among different groups for enrichment, learning and fellowship.

### Music Ministry Groups are responsible for:

1. Serving the Congregation and others – a deepening spiritual life is a life of service, and service is a path into spiritual community. Service builds strong groups.
2. Operating under a covenant of group norms, responsibilities and procedures, e.g. start and end on time, regular attendance etc.
3. Offering a spiritual element – meetings include an opening, a closing, and a time for connecting with each other.
4. Being open to newcomers – making their presence known within the congregation.
5. Having a facilitator/leader who acts as caretaker and organizer for the group. The facilitator works with the DCM to meet service goals and commitments of the group, be it participating in one or many worship services, organizing music events, coordinating a song circle for the children, hosting a Friday night sing along, etc.
6. Handling the group’s incidental expenditures (e.g. pizza, an evening of childcare, or small supplies) accountably and with transparency, in a manner that does not interfere with giving to the congregation as a whole.

### **3. Draft Covenant between “Music Ministry Groups” and First Unitarian Congregation of Toronto**

We the members of the \_\_\_\_\_ (Music Ministry Group) acknowledge that our purpose is to play an active role in church music ministry and to support the mission of music at First. Therefore, we will work to:

1. Maximize and deepen the transformational power of every worship service.
2. Serve members of all interests, ages and abilities.
3. Nurture the leadership skills of lay people within the congregation.
4. Foster member’s rightful ownership and responsibility for the music program and music events.
5. Act as a community-building force for the congregation as a whole.
6. Offer a consistent positive energy that helps attract new members.

In respect for the time of all “Music Ministry Group” members and the DCM, we as a small group also covenant to:

- 4 be prompt and consistent in attending rehearsals;
- 4 being musically prepared for rehearsals;
- 4 demonstrating respect for of the Director's leadership and authority; and
- 4 being open and welcoming to new members.

*We the members of First Unitarian Congregation of Toronto appreciate and respect the time and energy you give to First through your music ministry, we therefore covenant to:*

- 4 *Provide the necessary financial support toward the hiring of DCM, purchase of sheet music and other elements necessary for musical development and growth.*
- 4 *Provide – where possible – rehearsal space.*
- 4 *Create a safe, nurturing environment for individuals and the group.*
- 4 *Provide opportunities for small groups to perform during worship services.*

### **4. Music Task Force Members**

Peter Brydon, Chair (former choir member)

Ian French, (Musician)

Carol Wilson, (Degree in Music)

Beth Ann McFadden, (Worship Convenor)

The material contained in this document reflects the opinions of the Music Task Force (listed above) and may or may not represent the opinions of others whose input was solicited. Two former choir members, Winnie Larson and Avril Siddle, were on the task force at its inception, but eventually each had to resign for personal reasons. We wish to thank them both for their contribution. We would also like to thank Ann Murdoch, Peter Tiefenbach and Janine Gliener for their assistance and cooperation.

## Summary Music task Force Report

### Vision

Music at Toronto First should enrich congregational life. It should be a springboard for spirituality, fun, and well-being. It should help deepen relationships and promote a sense of responsible ownership among congregants. Finally, it must be based on our seven UU principles and act as a driver of congregational growth.

### Mission Statement

By creating a comprehensive and inclusive program, music at Toronto First aims to:

1. Maximize and deepen the transformational power of every worship service.
2. Serve members of all interests, ages and abilities.
3. Nurture the leadership skills of lay people within the congregation.
4. Foster members' rightful ownership and responsibility for the music program and music events.
5. Act as a community building force for the congregation as a whole.
6. Offer a consistent positive energy that helps attract new members.

### **Primary Recommendations:**

1. **Adopt Small Group Ministry Model** – encourages lay leadership, gives all groups access to Music Professional (open choir, auditioned choir, children's R.E. musicians, etc.) so that a wide range of musical needs are met.
2. **Create Music Ministry Committee** – works collaboratively with Dir. Of Congregational Music to ensure mission and vision are adhered to.
3. **Create Director Of Congregational Music (DCM) position** – hire one music professional to oversee our music program. He/she will act as a "musical resource" to the congregation rather than exclusively a pianist or a choir director. (See proposed job description in report.)
4. **Create position Of "Music Convenor"** – Remove responsibility for DCM from the Worship Convenor's portfolio

**Implementation will have to occur in stages:**

1. Recruit Music Ministry Committee – to work with the Worship Convenor until the Music Convenor position is established. Fine tune committee member's roles & clarify job descriptions. Committee will include one representative from each of the music constituencies w/in congregation, e.g. Open choir, auditioned choir, Children's R.E, musicians, etc.
2. Simultaneously Convenors will work on reorganizing Convenor governance model to include a Music Convenor
3. Hire a part-time DCM (20 hours/week) – assuming the canvass is successful and we have enough money in the budget. In Jan. budget for a DCM position to begin late summer. Not only will DCM need music skills, but also skills in leadership coaching, and communications. Ideally the job will expand over time as funds and interest permits.
4. Establish an Open choir first, add on other music ministry groups as circumstances permit.