

Generator Application Package

Note: in this version of the document, links are underlined and highlighted in green. Key points are highlighted in yellow.

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Links

- [View the Co-Leadership Posting on Generator's website](#)
- [View the Co-Leadership Posting as a PDF](#)
- [Listen to an audio recording of the Co-Leadership Posting](#)
- [Listen to an audio recording of this Application Package](#)

Context for the Transition to Co-Leadership

Current Leadership

In October 2021, Michael Caldwell (he/him) assumed Leadership at Generator, after an extensive hiring process. His appointment comes after over four years of leadership with outgoing Lead Producer Kristina Lemieux, who carefully cultivated a seedling organization into its current manifestation.

Generator's programs have evolved through iteration; the organization has grown into a vital resource and connector for the Toronto performance sector, and our online tools have expanded substantially (they are currently accessed by 12,000 artist producers each year across Canada and internationally).

Michael was appointed with a mandate to imagine and propose new leadership, governance, and staffing structures. As well, he is leading a reevaluation of all ongoing programming.

Proposed Staffing Structure

After careful consideration, the following staffing structure has been developed and will be implemented in spring 2022:

Name	Title	Focus (Start Date) / Hours	Employment Type
	Creative Director: Operations	Operations, Financial Performance and Viability, Mission & Strategy, Board Governance (spring 2022) / 20-35hrs/wk	Permanent employee
Michael Caldwell	Creative Director: Programming	Programs, Financial Performance and Viability, Mission & Strategy, Board Governance (October 2021) / 20-35hrs/wk	Permanent employee
	Communications Producer	Communications, ArtistProducerResource.com (spring 2022) / ~20hrs/wk	Permanent employee

Additional part-time contractors will be hired to support programming and administration.

Historically, staff positions have been designed around the lives of the creative people who comprise the team, including accommodating leaves of absences for creative projects. Having a staff with active artistic and producing practices has informed Generator deeply and enriched our programming.

This proposed structure is a new way forward for Generator, and it will require all parties involved to work creatively with the staffing budget to structure a working model that makes sense for their collaborative vision.

Equity & Justice Organizational Review

Generator has also more recently been called on to take a critical look at our role in upholding white supremacy culture and values in our operations and programs. In August 2020, we engaged facilitator Zainab Amadahy to review our recent training programs and operations through the lens of racial justice.

Feedback emphasized two important points:

1. a firm belief in the valuable impact Generator's programs can have on independent artists' careers and well-being; and
2. the urgent need to reevaluate our programs and operations through a lens of intersectionality, with a focus on racial equity, in order to fully embody our values of anti-oppression and care.

More information on this process, including a public version of the report, is available [here](#).

Strategic Advisors

As we look toward Generator's future, the board and leadership are committed to implementing recommendations developed from the feedback offered by our communities. As part of this process, Generator engaged six Strategic Advisors in 2021 to help inform the organization's next transformation: Daniel Bennett, Karthy Chin, Leelee Oluwatoyosi Eko Davis, Sedina Fiati, Ryan G. Hinds, and Nidhi Khanna (co-chair). This advisory was co-chaired by Board Member Brendan McMurtry-Howlett.

The Strategic Advisors' scope of work included supporting the leadership transition, reviewing the governance model, contributing to ongoing development of online community resources, and expanding Generator's networks.

The co-leadership team will work together to engage with Strategic Advisors within the new staffing and governance model.

More Information

For more information, please refer to the [History](#) and [About](#) pages on our website. You may also be interested in our [Work Culture](#), [Programs](#), and [Annual Reports](#) for the past five years (including audited financial statements).

Current Programming

Our current programs are: [ArtistProducerResource.com](https://www.artistproducerresource.com), [Artist Producer Training](#), [Financial Literacy](#), [Resident Companies and Company Collaborators](#), and our [Blog](#) series.

Our [Artist Producer Training and Resident Companies](#) programs are currently [under evaluation this year](#), as we uncover more about the evolving needs of the performance sector, and envision new models and ways-of-working for the future.

Special Projects

Means of Production: we are supporting [a collective of Toronto-based production managers and technical directors](#) for a year of research and community development. (Funded by Canada Council Sector Innovation - anticipated end date August 31, 2022.)

Onboarding Plan

[The Creative Director: Programming](#) is prepared to spend time with the [Creative Director: Operations](#) to appropriately onboard all of the [daily organizational operations](#). Consultants may be engaged to supplement specific pieces of knowledge-sharing and platform/systems integration.

Timing Considerations

- By the time the next Co-Leader begins with Generator, [all major grant funding applications will have been written and submitted](#). The next major deadline is a Canada Council for the Arts update report on August 31st.

Planned Activity

We anticipate incoming co-leadership will, in the first few months on the job, be involved in:

- [Ongoing governance model review](#): working with board, staff, program alumni and community partners to develop structures for responsibility and accountability.
- [Artist Producer Training program review](#): community consultations, an online survey, and a 1-day symposium.
- [Assess the status and future of the Strategic Advisors](#) committee.
- Assessing status and future of [Resident Companies and Company Collaborators](#) programs
- [Project support for an in-person workshop series](#), focused on intimacy and care.

We are planning to run the **Financial Literacy for Non-Profit Workers** in June/July 2022 and **Financial Literacy for Independent Artists** program in the Fall, delivered by Generator's Financial Literacy Consultants, Kristina Lemieux and Audrey Quinn.

We intend to do a call for submissions for **Artist Producer Training** in the fall to start in early 2023.

Job Portfolio of Co-Leadership

Job Portfolio Overview

Mission and Strategy:

- Strategic planning, implementation, and assessment
- Being an active and visible part of the community and other organizations

Financial Performance and Viability:

- Overseeing financial management
- Overseeing grant writing timelines
- Overseeing fundraising and resource development

Operations:

- Overseeing human resources
- Overseeing organizational policy
- Overseeing office management

Board Governance:

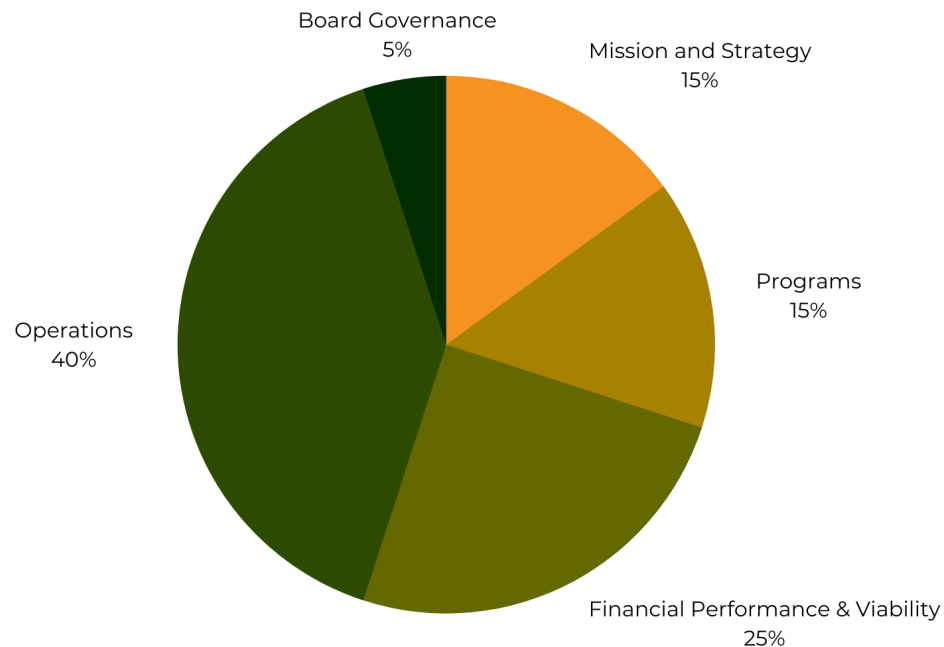
- Coordinating and collaborating with the Board of Directors

Programs:

- Working with Creative Director: Programming on their programs
- Supporting the coordination of key programs

Breakdown of Time Spent Across Job Duties

Please view the pie chart below. [For alt text of the pie chart, click here.](#)



Full Job Description

[Please view the co-leadership Job Description here for full details of job portfolio](#)

Current Board Members & Working Relationships

Current Board*

Chair: ted witzel (he/him) - since January 2019

Treasurer: Claire Burns (she/her) - since July 2018

Secretary: James Foy (he/him) - since January 2019

Director: Brendan McMurtry-Howlett (he/him) - since February 2021

*Two new board members will be onboarded to the organization in March and May, respectively.

Working Relationships

Generator's volunteer board is made up of theatre practitioners and professionals with backgrounds in theatre. At the moment, the board's composition is entirely white. Given Generator's size and this current moment of transition, the board has been more involved than usual in the last 18 months.

The board's recent conversations have focused on the need to rethink the not-for-profit board model. Both share the view that Generator has an opportunity to prototype other governance models.

The board is keen to work with incoming co-leadership to:

1. recruit additional board directors to ensure we continue to meet our legal requirements; and
2. create a new governance structure for Generator moving forward, particularly one that does not rely on volunteer labor to ensure representation.

Co-Leadership Support

Generator is a small organization with a (historically) hands-off board with little to no structured support for the management leadership team.

Co-Leadership of the organization has a lot of leeway in making decisions about what supports are available to themselves and the staff. This high degree of flexibility comes with the downside that there are few supports available for the co-leadership outside of what they budget for and arrange for themselves. Incoming co-leadership has the opportunity to reimagine what support would look like in their co-leadership tenure. The board is open and eager to support a budget where their needs for support are accounted for.

Normalized Budget

[View Generator's Normalized Approximate Budget as a PDF here.](#)

Note: these numbers will not match the [Annual Reports](#) as they remove any one-time project based funding.

Grant Breakdown

Program	Annual Amount / Place in Cycle
Canada Council: Support Organizations - Core	\$44,000 / Year 2 of 4
Ontario Arts Council: Theatre Organizations - Operating, Multi-Year	\$78,080 / Year 2 of 3
Toronto Arts Council: Theatre - Operating, Annual	\$36,000 / annual grant

	\$158,080
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Annual Planning and Access & Accountability Fund

Starting in our 2020/2021 budget, we began a practice of budgeting \$4,000 annually to support the staff and board in hiring and using the expertise of human resources, transformative justice, and/or legal support as needed.

At the end of each fiscal year, any unspent funds from this \$4,000 are added to our restricted Access & Accountability fund. This fund has the stated purpose to support any situation where the organization needs to increase its accessibility or enter into an accountability process.

Generator Office & Remote Work

Office Space

Generator has a small office space inside Trinity St. Paul's United Church, a welcoming multi-use space that has been home to many arts organizations over the years. We share our office space with Company Collaborators, who pay a fee to co-work in the space and for storage.

The Generator office is on the second floor and can only be accessed by stairs. [Please see the Contact page of our website for detailed accessibility information.](#)

Prior to the pandemic, our staff frequently worked remotely according to the needs of their lives and projects outside of Generator.

Pandemic Closure and Reopening

The Generator office closed on Friday, March 13, 2020, at the start of the pandemic. We have recently begun to return to our office in January 2022, on an individual basis. The office is now accessible to individuals offering part-time support to Generator, and also to Resident Companies and Company Collaborators, on a limited schedule.

Employment Benefits

Professional Development Fund

Generator offers each employee a professional development fund. Prior to accessing the fund, staff are required to have a documented conversation with a supervising staff member to assess activities for eligibility. Staff may need to demonstrate how the professional development will further their training either in their position at Generator, their future career goals, or their role as a leader in the arts generally.

Depending on funding, Generator may pay for all costs related to approved professional development, including training costs, supplies, travel, and accommodation.

The professional development fund is \$1,500/year at 1.0 FTE, prorated for part-time staff. The amount is specified in each staff member's employment contract.

Wellness Fund

Generator offers each employee access to an annual wellness fund. This fund is a taxable benefit and may be used for any expenses that support the employee's wellness. A staff person may access this fund by requesting it in a lump sum or by submitting individual expenses. Examples of this could include: dental care, yoga classes, counselling, or dance classes.

The wellness fund is \$800/year at 1.0 FTE, prorated for part-time staff. The amount is specified in each staff member's employment contract.

The wellness fund is in lieu of insurance benefits and offers flexibility for staff members to use as they choose. Quotes for insurance benefits have been researched and are available for review.

Projects Outside of Generator

Generator encourages our staff to have active practices in the arts. As such, we offer a flexible schedule to accommodate those practices.

We also encourage staff to work outside of Generator. When such projects are directly related to employees' job duties at Generator and support their growth as leaders in the arts, Generator will, within reason and with the support of the employee's immediate supervisor, allow these projects to be worked on during Generator hours. A proposal must be made to the employee's immediate supervisor, and approved by that supervisor, if an employee is interested in pursuing this option.

Paid Holidays

Statutory Holidays

All permanent and contract employees are entitled to take the following statutory holidays off with pay: Thanksgiving, Remembrance Day, Christmas Day, Boxing Day, New Year's Day, Family Day, Good Friday, Victoria Day, National Indigenous Peoples Day, Canada Day, Civic Holiday in August, and Labour Day.

Part-time employees working on a flexible schedule receive paid holidays as an equivalent of their weekly FTE on a 7-hour work day. For example, an employee working 12 hrs/wk would have an FTE of 0.3 and would therefore receive 2 hours of

paid holidays in a week with a statutory holiday (7 hours x 0.3).

December holiday break

The Generator office is officially closed from the Friday before Christmas Eve until the first Monday after New Year's Day. Employees are not expected to work during this time and will receive regular pay for these days.

Vacation

Vacation time is allocated on a yearly basis. In addition to the above-mentioned paid holidays, and unless stated otherwise in the employment contract, permanent employees are entitled to two weeks' vacation in their first full year of employment, increasing to three weeks in the second full year, and to four weeks in every subsequent year. Part-time employees will receive vacation weeks on a prorated basis, commensurate with their hours of work.

Policies

[Personnel Policy](#)

[Safe\(r\) Spaces Policy](#)

Date Posted: March 15, 2022

This application package was written by Michael Caldwell and ted witzel, with input from the current hiring committee. Original writing was drawn from a previous application package written by ted witzel, Kristina Lemieux, and Annie Clarke, with input from Generator's staff, board, Strategic Advisors, and artist Angela Sun.

The Generator office is located in Tkarón:to (Mohawk word for "where there are trees standing in the water"). The original caretakers include the Mississaugas of The Credit First Nation and other Anishinaabe nations, the Haudenosaunee Confederacy, the Wendat peoples and other nations acknowledged and unacknowledged, recorded and unrecorded.

We recognize their ongoing stewardship and seek meaningful relationships with local Indigenous artists and communities as we listen to and learn from their stories.

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