

# **GENERATOR**

## **Application Package**

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### **Links**

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

## Context for Leadership Transition

### Outgoing Leadership

After more than four years under the leadership of Lead Producer Kristina Lemieux, Generator is looking towards the next phase of our operations.

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).

After carefully cultivating the seedling organization into its current manifestation and growing a community around it, Kristina will be transitioning out of her role in early Fall 2021.

### 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 has engaged six [Strategic Advisors](#) 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 is co-chaired by Board Member Brendan McMurtry-Howlett.



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

### 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](#), [Artist Producer Training](#), [Financial Literacy](#), and [Resident Companies](#).

### Special Projects

**Means of Production:** we are supporting a collective of Toronto production managers for a year of research and community development. (Funded by Canada Council Sector Innovation - anticipated end date March 31, 2022.)

**Governance Model Review:** we are working with Company Collaborators Shakespeare in the Ruff and the Toronto Dance Community Love-in to develop alternative governance models. (Funded by Ontario Arts Council Arts Response Initiative - anticipated end date August 31, 2021.)

## Transition Plan

### Timing Considerations

We anticipate that incoming leadership will need at least 6-8 weeks between job offer and start date. While we are flexible about start date, we ask that the following timing considerations be taken into account:

- We have held off on the Call for Submissions for **Artist Producer Training** (APT) until the Fall so that the next leadership can participate/lead the interview process. We ran APT in 2021 from January to June; it would be in line with our conversations with funders to repeat that timeline for 2022.
- Our **lease** at Trinity Saint Paul's renews in October. The next leadership may choose to wind down a physical space and would need time to consider that.



- The Ontario Arts Council (OAC) three-year **operating grant** and Toronto Arts Council (TAC) annual grant are due in March 2022. We want to give the next leadership as much time as possible to consider future programming before having to write those grants. (Canada Council will just be a mid-cycle report.)

One month of training overlap for Kristina (outgoing leadership) and incoming leadership has been budgeted for.

### Planned Activity

In addition to the areas mentioned above (APT call for submissions, office space needs, operating grants), we anticipate incoming leadership will, in the first few months on the job, be involved in:

- **Governance model review:** part of the ongoing work of the Strategic Advisors
- **ArtistProducerResource.com review:** part of the ongoing work of the Strategic Advisors
- Assessing status and future of **Resident Company** programs

We are planning to run the **Financial Literacy for Independent Artists** program in the Fall, delivered by Kristina and Generator's Financial Literacy Consultant Audrey Quinn.

As mentioned above, we hope to do a call for submissions for **Artist Producer Training** in the fall to start in early 2022. We anticipate this will take the form of a self-directed program, as was the case for 2020/21.

## Job Portfolio of Leadership

### Job Portfolio Overview

#### Mission and Strategy:

- Strategic Planning, Implementation, and Assessment
- Being an active and visible part of the community and other organizations

#### Programs:

- Working with Artist Producer Training Facilitator and Online Content Producer on their programs
- Coordinating Programs
- Direct delivery of programs



### Financial Performance and Viability:

- Overseeing Financial Management
- Overseeing Grant writing
- Overseeing Fundraising and resource development

### Operations:

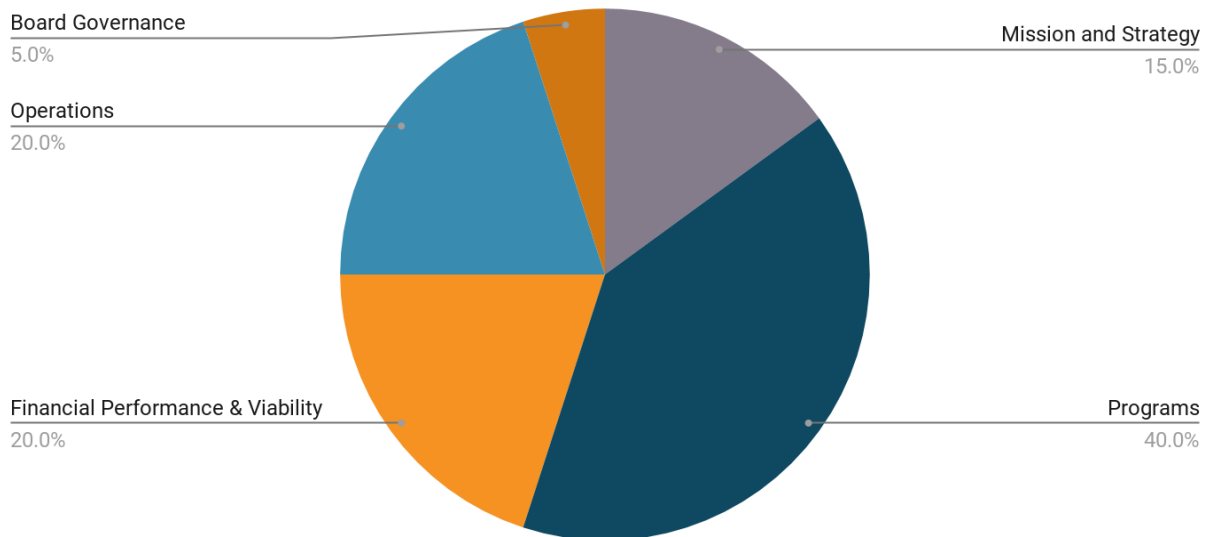
- Overseeing Human Resources
- Overseeing Organizational Policy
- Overseeing Office Management

### Board Governance:

- Coordinating and Collaborating with the Board of Directors

### Breakdown of Time Spent Across Job Duties

Click the image below to see a PDF version of the pie chart. [For alt text of the pie chart, click here.](#)



### Full Job Description

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



## Historical Staffing Model

### Pre-pandemic Staffing Structure

We are offering the pre-pandemic staffing structure (below) as guidance for what a full staff has looked like at Generator historically, within our normalized annual operating budget and workload. The staffing structure has changed over the past year due to a number of shifts in staff personal lives and commitments beyond Generator, but we see these as temporary and outside of our normalized work structure.

In this structure, Kristina is the only Full-Time Equivalent staff member (1.0 FTE). Combined, the part-time staff are 1.1 FTE.

Name	Title	Focus	Date Started	Hours worked	Employment Type
<b>Kristina Lemieux</b>	Lead Producer (previously: Executive Director)	Programs, Financial Performance & Viability, Mission & Strategy, Operations, Board Governance	Jan 2017	35 hrs/wk (FT)	Permanent employee
<b>Sedina Fiati</b>	Artist Producer Training Facilitator	Artist Producer Training Program	Sep 2018	12 hrs/wk Sep-June	Permanent employee
<b>Keshia Palm</b>	Online Content Producer	ArtistProducer Resource.com	May 2018	12 hrs/wk year-round	Permanent employee
<b>Annie Clarke</b>	Communications Producer	Communications, operations support, programs support	Jan 2018	14 hrs/wk year-round	Permanent employee (contractor until October 2018)
<b>Audrey Quinn</b>	Bookkeeper, Key Instructional Lead - Financial Literacy	Bookkeeping, Financial Literacy programs	Mar 2019 / Jan 2018	Varies	Contractor (bills hourly)



## Staffing Structure Design

Historically we have designed our staff positions around the lives of the creative people who comprise our 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.

In addition to our staff, Generator has hired an average of 30 contractors each year to support our programming and administration, the majority of whom are engaged to contribute to ArtistProducerResource.com or teach at Artist Producer Training.

## Staffing Transition

Incoming Leadership will not be beholden to Generator's historical staffing structure. The current staff all have flexible plans to transition out of the organization in the short- to mid-term and are committed to working with leadership to find a staffing model that works for them. Co-leadership applicants may consider working creatively with the full staffing budget to structure a working model that makes sense with their vision.

## Current Board Members & Working Relationships

### Current Board

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

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

Secretary: Quinn Harris (she/her) - since October 2015

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

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

### 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 year.

The board's recent conversations with the outgoing Lead Producer 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 leadership and the recently engaged team of Strategic Advisors 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 labour to ensure representation.

**Leadership Support**

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

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 leadership outside of what they budget for and arrange for themselves. Incoming leadership has the opportunity to imagine what support would look in their 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:** that these numbers will not match the [Annual Reports](#) as they remove any one-time project based funding.

**Grant Breakdown**

<b>Program</b>	<b>Annual Amount</b>	<b>Place in Cycle</b>
Canada Council: Support Organizations - Core	\$44,000	Year 1 of 4
Ontario Arts Council: Theatre Organizations - Operating, Multi-Year	\$78,080	Year 3 of 3 (3 year grant to be written in March 2022)





Toronto Arts Council: Theatre - Operating, Annual	\$36,000	Annual Grant
	<b>\$158,050</b>	

**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**

The Generator office has been closed since Friday, March 13, 2020, and staff have all been working from home since that time - currently across three time zones. We do not anticipate returning to our office space until the Fall. During the pandemic, we have moved some of our office furniture and technology to our homes to support us in working remotely.



## 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, 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](#)



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Date Posted: May 19, 2021

This application package was written by ted witzel, Kristina Lemieux, and Annie Clarke, with input from Generator's staff, board, Strategic Advisors, and artist Angela Sun. Writing from this application package and the associated call for applications draws on Generator's March 2021 Call for Strategic Advisors.

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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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