

22/23

Annual Report

 **GENERATOR**

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Introduction

Welcome to the 2022/ 2023 Annual Report! This is an overview of our operations and programming for the season. As an organization deeply embedded in the arts & cultural landscape of Toronto, Generator is committed to fostering the growth and development of artists and producers through a variety of tailored programs and events.

In the past year, Generator has revitalized its offerings, adapting to the changing needs and dynamics of the cultural sector. This overview will provide insights into the programs, initiatives, and events that have been instrumental in supporting the professional growth and well-being of artists and producers in the Generator community. Most importantly, this season with it's unpredicted leadership transitions created an opportunity for internal work on culture reflection and structural growth.



Professional Development Programs



Artist Producer Training *Embedded Edition*

After a couple years on pause, we brought back our renowned **Artist Producer Training Program** but we readjusted the scoop and structure of the program to reflect an ever evolving cultural landscape. The live performance scene in 22/23 is drastically different than 19/20 and we needed a program that reflected that.



We held space for paid learning opportunities for artist producers that were embedded in partner organizations which created synchronized learning in a real-life environment, striving to prioritize paid learning over working placement.



The cohort including **Danny Sylvan**, **Kass Prus**, **Shivani Joshi**, and **Janelle Jones** was facilitated by **Eva Barrie**. Each of the participants was respectively placed with the companies **Toronto Fringe**, **Dancemakers**, **Shakespeare in the Ruff**, and **Summerworks**. It was an insightful journey into our sector. It balanced self-directed learning goals with tangible practical experience. While this may not be a format that we adopt for subsequent seasons, it was a successful iteration for this season.



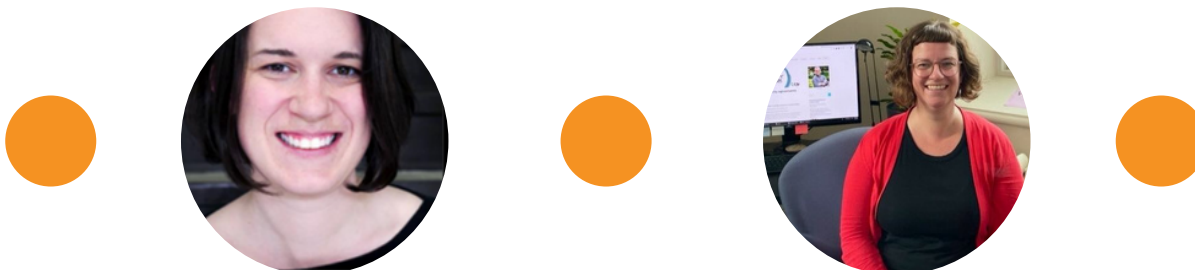


Financial Literacy

IWe ran both the **Financial Literacy for Independent Artists** and **Financial Literacy for Non-Profit** streams this season. These programs continue to be highly sought after learning for the Generator community. This course was taught by long-time instructors of this program, **Kristina Lemieux** and **Audrey Quinn**.

This season, we were thrilled to include a new addition to the Independent Artists curriculum. **Chris Enns** of the popular company From Rags to Reasonable developed and taught a special course for freelance artists in investing. We received highly positive feedback about this session and will be including it in future iterations of this course.

To support independent artists in financially accessing this course we partnered once again with the **LASOS** to offer paid spots within the program to selected artists from the LASOS' catchment areas. We were also able, once again, to offer two fully tuition covered spots, chosen by lottery, and covered by **The Jordan Mechano Bursary**. We are grateful for the opportunity to support our community through these initiatives.



Financial Joy Hours

IWe continued our popular **Financial Joy** sessions which are bookable hours offered over a six month period for artists that participated in our Financial Literacy programs. This ensures ongoing support and learning in a more privatized environment. These sessions were hosted by **Kristina Lemieux** and **Audrey Quinn**.



Leadership Programs

Company Collaborators

It was a delight to support the **Shakespeare in the Ruff** and **Dancemakers** team in a one-size-fits-one approach throughout this year, centering the needs of each company. We learned as much by supporting them, as they did. An exciting development heading into our next season is the ONCA program which developed organically out of conversations with **Cara Spooner** on the **Dancemakers** team.

SHAKESPEARE IN THE
RUFF

DANCEMAKERS
CENTRE FOR CREATION

One-to-One Consultations

Though this was not a large program that we were pushing this season, we did continue to do one-on-one sessions as they were requested. We had repeating community members from past seasons as well as a couple new ones. These sessions took place with Michael and Bianca.



Community Programs



ArtistProducerResource.com

We continued to see 24,000+ annual users to **ArtistProducerResource.com**. We focused on the completion of two large projects for the season, the **Taxonomy Project** and the **Leadership Series**.

The Taxonomy Project took place over the past two years and was lead by **Laura Dymock** in collaboration with the Generator Team. We hosted two card sorting sessions with selected members of the community and a final public survey to solidify the results. The main focus of this project was to review and receive feedback about intuitive taxonomic layouts for ArtistProducerResource.com.

The largest new addition to ArtistProducerResource.com was the development of the Leadership Series which was created in collaboration with our Company Collaborators. Filmed and edited by **Corynne Bisson** and produced by Patricia Allison, we sat down to interview **Shakespeare in the Ruff**, **Dancemakers**, and **JAMII** about their leadership structure. This series is a case study looking at different leadership models and pathways into artistic leadership.

In the Spring of 2023, we conducted our annual site review by engaging eager community members to support the review of the site. The main focus of this annual review is to ensure that all the information on the site is updated and that the resources continue to link / download effectively. This annual review is a vital process to keeping APR.com up to date!



Generator Blog

APT Peer-to-peer conversation project

In 2022, Generator invited each Artist Producer Training (APT) program graduate to identify one artist or arts worker, to engage in an in-depth conversation about current creative practices, and to surface and understand more about our collective hopes, needs, and challenges as artists, and as producers in the performance sector.

Each APT graduate was asked to document their conversations (in any format) and share this documentation with Generator, with an aim towards further sharing on our blog and social media platforms. The overall themes and topics of discussion within these conversations were varied, and bring many emergent and urgent issues into focus. As well, everyone was encouraged to work within their own personal capacity, to produce their documentation.

To support further community and sector knowledge sharing and conversation, Generator shared all nine of the completed project documentation (mostly unedited).

Governance Reimaginings

We also produced a series of artist responses to the *Get on Board: Workshop and Speaker Series* by the Creative Champions Network, an initiative of the Toronto Arts Foundation. As a co-creator of the series in 2022/23, Generator engaged Artist Responders to attend each session, to summarize, reflect and respond to the emerging conversations and activities.

Outside of the Creative Champions Network, we continued our Governance Reimaginings series with two other posts; one by Shelby Wright and one by Kaitlyn Riordan. This is a highly popular series that we are hoping to continue into future seasons. And we commissioned a special industry focus post from Glenn Sumi on his shift from official theatre critic for Now Magazine to Independent Theatre critic on GoAheadSumi.com



Community Development Events

Intimacy & Self Care Check-in

On November 22nd, 2022 participants were invited to have a coffee or tea on us and engage in conversation with Generator Staff, and invited guests - **Carine Diverlus**, **Aria Evans**, and **Lilia Leon**. Each of our invited guests brought a unique perspective and relevant working experience with intimacy coordination in performance- base settings, and self-care for the mind and body, to this shared space.

Participants engaged in one-to-one conversations or in small groups, in an informal and more relaxed space. It was an opportunity for friends and colleagues to engage outside of the studio on issues that were relevant to care. It was a casual drop-in event hosted at **Found Coffee** on College St. in Toronto.

Grounding Ourselves

Participants were invited to join us for a sensorial journey through urban space and to have a moment to connect to each of their own unique stories and we all continue to navigate public space together. This event took place at **JAMII** on the Esplanade and included a guided walk by **Adam Vandermeij**, forestry planner and arborist who spoke about the bushes and tress found along the way. This prompted a connection to the nature we're all surrounded by.

Participants then had the opportunity to join a sharing circle with **Jim Adams aka Many Hats**, urban Indigenous educator and storyteller, as we connected to our own origins stories and honoured our own thoughts and sensations in the present moment. Participants were then able to share their experience of being in the urban setting and their personal stories of connecting to it.



Organizational Highlights

Staff & Leadership Transitions

Over the spring of 2023 **Michael Caldwell** transitioned out of his role as Creative Director: Programming to pursue a new position as the Artistic Director of SummerWorks Performance Festival. We wish Michael all the best in his new role and can't wait to see what he does over there and how he continues to shape the arts & culture sector of Toronto through that work!

Michael's transition out of the organization overlapped with **Patricia Allison** taking on a larger role at Generator by increasing her portfolio from Social Media and Communications to include ArtistProducerResource.com Producer. Patricia has been with the organization since the Spring of 2022 and we're excited to have her working with Generator in a more fulsome capacity.

In awareness of organizational capacity, we did not rush into a new leadership search during this fiscal year. Our priority was on keeping programming running and developing our internal work culture. Instead, we hired support staff to temporarily fill out our team and lead our programming. **Kristina Lemieux** (Leadership support), **Eva Barrie** (Artist Producer Training Lead), and **Pam Tzeng** (Embodied Leadership Consultant to support Bianca), came onboard through the spring and summer of 2023.



Staff & Board

Staff

Michael Caldwell *Creative Director: Programming*
(part-time Oct-Dec 2021, Full-Time January 2022 onwards)

Bianca Guimaraes de Manuel *Creative Director: Operations* (part-time starting June 2022)

Patricia Allison *Communications manager & APR.com Producer* (part-time starting November 2022)

Contractors

Kristina Lemieux, Karthy Chin, Pam Tzeng, Kaitlyn Riordan, Eva Barrie

Board

For the 22/23 year we had **Kafi Pierre** move into the role as Board Chair, **James Foy** continued on as Secretary and **Brendan McMurtry-Howlett** as Treasurer.

We welcomed **Michael Wheeler** to the board in April of 2023 which was a welcome addition to the organization due to his extensive institutional knowledge. Rounding out the team as Directors we had **ted witzel** and **Irma Villafuerte**.

We would like to say a special thank you to **Claire Burns** who resigned from the board. Your support to Generator through these years of transition has meant so much!

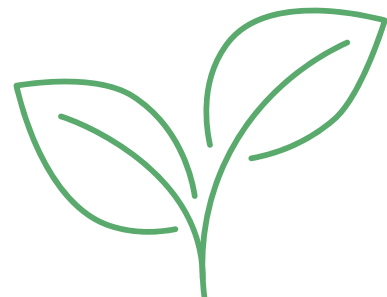


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Funders

Generator is supported by the Canada Council for the Arts, the Toronto Arts Council, and the Ontario Arts Council.



Canada Council
for the Arts

Conseil des arts
du Canada



ONTARIO ARTS COUNCIL
CONSEIL DES ARTS DE L'ONTARIO
an Ontario government agency
un organisme du gouvernement de l'Ontario



FUNDED BY
THE CITY OF
TORONTO

This report was prepared in 2024 by Generator staff.



GENERATOR PERFORMANCE

FINANCIAL STATEMENTS

AUGUST 31, 2023

INDEPENDENT AUDITOR'S REPORT

To the Members,
Generator Performance

Opinion

We have audited the financial statements of Generator Performance which comprise the statement of financial position as at August 31, 2023, and the statements of operations, changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of Generator Performance as at August 31, 2023 and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the organization in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing Generator Performance's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate Generator Performance or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing Generator Performance's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

INDEPENDENT AUDITOR'S REPORT (continued)

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the organization's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the organization's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw your attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the organization to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Pemylegion Chung LLP

Chartered Professional Accountants
Licensed Public Accountants

January 23, 2024
Toronto, Ontario


GENERATOR PERFORMANCE

STATEMENT OF FINANCIAL POSITION

AS AT AUGUST 31, 2023

	2023	2022
ASSETS		
Current assets		
Cash	\$ 72,689	\$ 140,504
Accounts receivable	2,700	1,650
HST rebate recoverable	14,953	9,273
Prepaid expenses	<u>560</u>	<u>1,860</u>
	<u>\$ 90,902</u>	<u>\$ 153,287</u>
LIABILITIES AND NET ASSETS		
Current liabilities		
Accounts payable and accrued liabilities	\$ 16,027	\$ 65,885
Payroll source deductions payable	2,588	1,840
Deferred contributions (note 5)	<u>43,696</u>	<u>40,994</u>
	<u>62,311</u>	<u>108,719</u>
Net assets		
Internally restricted (note 6)	22,665	22,665
Unrestricted	<u>5,926</u>	<u>21,903</u>
	<u>28,591</u>	<u>44,568</u>
	<u>\$ 90,902</u>	<u>\$ 153,287</u>

Approved on behalf of the Board:


_____, Director


_____, Director

see accompanying notes

GENERATOR PERFORMANCE

STATEMENT OF CHANGES IN NET ASSETS

FOR THE YEAR ENDED AUGUST 31, 2023

	Unrestricted	Internally restricted	Total
2023			
Net assets, beginning of year	\$ 21,903	\$ 22,665	\$ 44,568
Excess of expenses over revenue for the year	<u>(15,977)</u>	<u>-</u>	<u>(15,977)</u>
NET ASSETS, END OF YEAR	<u>\$ 5,926</u>	<u>\$ 22,665</u>	<u>\$ 28,591</u>
2022			
Net assets, beginning of year	\$ 12,441	\$ 12,040	\$ 24,481
Excess of revenue over expenses for the year	20,087	-	20,087
Transfer from internally restricted to unrestricted (note 6)	<u>(10,625)</u>	<u>10,625</u>	<u>-</u>
NET ASSETS, END OF YEAR	<u>\$ 21,903</u>	<u>\$ 22,665</u>	<u>\$ 44,568</u>

see accompanying notes

GENERATOR PERFORMANCE

STATEMENT OF OPERATIONS

FOR THE YEAR ENDED AUGUST 31, 2023

	2023	2022
REVENUE		
Grants (note 7)	\$ 158,080	\$ 254,610
Service and program fees	12,300	11,300
Fundraising and donations	2,096	3,727
Interest	<u>272</u>	<u>340</u>
	<u>172,748</u>	<u>269,977</u>
EXPENSES		
Programs and related personnel	100,378	89,000
Administrative personnel and benefits	61,392	92,022
General and administration	11,859	16,475
Rent	7,440	6,980
Professional fees	3,925	4,160
Consultant fees	3,731	40,251
Amortization	<u>-</u>	<u>1,002</u>
	<u>188,725</u>	<u>249,890</u>
EXCESS OF REVENUE OVER EXPENSES FOR THE YEAR	<u>\$ (15,977)</u>	<u>\$ 20,087</u>

see accompanying notes

GENERATOR PERFORMANCE

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED AUGUST 31, 2023

	2023	2022
OPERATING ACTIVITIES		
Excess of revenue over expenses for the year	\$ (15,977)	\$ 20,087
Adjustments for items not involving cash:		
Amortization	-	1,002
Net change in non-cash working capital items (see below)	<u>(51,838)</u>	<u>(65,602)</u>
NET DECREASE IN CASH FOR THE YEAR	(67,815)	(44,513)
Cash, beginning of year	<u>140,504</u>	<u>185,017</u>
CASH, END OF YEAR	<u>\$ 72,689</u>	<u>\$ 140,504</u>

Net change in non-cash working capital items:

Decrease (increase) in current assets-		
Accounts receivable	\$ (1,050)	\$ (1,550)
HST rebate recoverable	(5,680)	(6,488)
Prepaid expenses	1,300	(1,300)
Increase (decrease) in current liabilities-		
Accounts payable and accrued liabilities	(49,859)	39,215
Payroll source deductions payable	749	(214)
Deferred revenue	-	2,250
Deferred contributions	<u>2,702</u>	<u>(93,015)</u>
	<u>\$ (51,838)</u>	<u>\$ (65,602)</u>

see accompanying notes

GENERATOR PERFORMANCE

NOTES TO THE FINANCIAL STATEMENTS

AUGUST 31, 2023

1. THE ORGANIZATION

Generator Performance (Generator or the organization), formerly known as Small Theatre Administrative Facility (STAF), is incorporated without share capital in the Province of Ontario. Generator Performance is exempt from income tax in Canada as a not-for-profit organization under Section 149(1)(L) of the Income Tax Act (Canada).

Generator Performance is a mentoring, teaching, and innovation incubator that expands the skills, tools, and competencies of independent artists, producers and leaders. From intensive programs to online tools, Generator is transforming the role of the artist producer one artist at a time.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Management is responsible for preparation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations. Outlined below are those policies considered particularly significant:

Revenue recognition

Its principal sources of revenue and recognition of these revenues for financial statement purposes are as follows:

- i) The organization follows the deferral method of revenue recognition for contributions, which include grants and donations. Under the deferral method, contributions received in the year for expenses to be incurred in the following year are recorded as deferred contributions. Contributions received related to current expenses are recognized as revenue in the current year. Fundraising and donation revenue is recorded when funds are received.
- ii) Service and program fees revenue are recognized as revenue in the period the services are delivered.
- iii) Donated materials and services which are normally purchased by the organization are not recorded in the accounts.
- iv) Interest income is recognized as revenue when earned.

3. FINANCIAL INSTRUMENTS

The organization's financial instruments include cash, accounts receivable and accounts payable and accrued liabilities. Financial instruments are initially recorded at fair value and subsequently recorded net of any provisions for impairment in value.

4. BANK LINE OF CREDIT

The organization has a \$10,000 unsecured operating line of credit. The line of credit bears interest at a rate of 11.20% (2022 - 8.70%). As at August 31, 2023 and 2022, none of the line of credit was drawn down.

GENERATOR PERFORMANCE

NOTES TO THE FINANCIAL STATEMENTS

AUGUST 31, 2023

5. DEFERRED CONTRIBUTIONS

Deferred contributions are as follows:

	2023	2022
Toronto Arts Council	\$ 39,000	\$ 36,000
Jordan Mechano Financial Literacy Bursary Fund	<u>4,696</u>	<u>4,994</u>
	<u>\$ 43,696</u>	<u>\$ 40,994</u>

The Jordan Mechano Financial Literacy Bursary Fund provides financial support to independent artists interested in increasing their financial literacy through Generator's programs.

Continuity of deferred contributions for the year is as follows:

Deferred contributions, beginning of year	\$ 40,994	\$ 136,259
Add cash received from grants	160,782	159,345
Less grant revenue recognized	<u>(158,080)</u>	<u>(254,610)</u>
Deferred contributions, end of year	<u>\$ 43,696</u>	<u>\$ 40,994</u>

6. INTERNALLY RESTRICTED NET ASSETS

Internally restricted net assets are as follows:

1. The Transition Fund of \$15,625 is to support the smooth transition of any significant organizational change (2022 - \$15,625). During the year, no amount was transferred to or from the Transition Fund (2022 - \$5,625 was transferred from unrestricted net assets to the Transition Fund).
2. The Access and Accountability Fund of \$7,040 (2022 - \$7,040) is to support situations where the organization needs to increase their accessibility or improve its accountability process. During the year, no amount was transferred to or from the Access and Accountability Fund (2022 - \$5,000 was transferred from unrestricted net assets to the Access and Accountability Fund).

7. GRANT REVENUE

Grant revenue is from the following sources:

	2023	2022
Canada Council for the Arts	\$ 44,000	\$ 133,030
Ontario Arts Council	78,080	85,580
Toronto Arts Council	<u>36,000</u>	<u>36,000</u>
	<u>\$ 158,080</u>	<u>\$ 254,610</u>

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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generatorto.com

