

Theatre Passe Muraille

Artistic Director

APPLICANT INFORMATION PACK

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If you would like further information, support with access requirements or an informal chat about the post, please contact Jane Marsland. She is an independent party engaged by TPM to manage the Artistic Director application process and she can answer your questions by email or mail or you can request that she call you at your convenience.

Please send your application material to Jane Marsland, TPM Artistic Director Recruiting Co-ordinator:

via email to:

jmarsland@sympatico.ca

via mail to:

Jane Marsland, TPM AD Recruiting Co-ordinator,
H-25 Madison Avenue, Toronto, ON, M5R 2S2. (Please take into consideration postal strike)

We would like to receive your application by January 4, 2019.

Introduction / How to Apply

Dear Applicant,

Thank you for your interest in the Artistic Director role at Theatre Passe Muraille (TPM). Please find information about Theatre Passe Muraille and the role of the Artistic Director in the following pages, concluding with the Terms and Conditions.

Successful shortlisted applicants will be invited to interview starting in January, 2019, with second interviews due to take place a couple of weeks later. Interviews will take place at a neutral and discreet address where interviewees will not bump into each other.

The recruitment process for this role is led by the current TPM Board Chair with a committee made up of board members and valued members of the theatre community. We are working with Jane Marsland to get this opportunity out as far and as wide as possible. Her role is to co-ordinate the application process and to discreetly answer any questions that applicants may have.

The Artistic Director role will be one in which the candidate will develop. TPM is an organization which encourages learning and mentorship and we are looking for a great leader and facilitator who will help to create the environment in which everyone, including yourself, can thrive and grow.

The new Artistic Director will lead the organization at a pivotal time in its history — what comes next after 50 years of existence? Answering this question presents new opportunities for the incoming Artistic Director to lead the organization and inspire people to take creative risks to shape the future.

TPM punches well above its weight in terms of its impact and resilience. The organization and its team are creative, responsive and have proved capable of turning the most challenging of situations into something from which new hope, new perspective and new opportunities have sprung. The organization is currently in stable financial health but has limited capacity — the Artistic Director is stepping in at a point when there is opportunity to grow, to increase collaborations and to share our institutional knowledge, particularly when it comes to developing, producing, touring and accessible programming.

We look forward to receiving your application and to working with the person who will take this ambitious organization through the next 5-10 years.

Yours Sincerely,

Theatre Passe Muraille's Board of Directors

About Theatre Passe Muraille's Core Purpose

BELIEF: There should be a more diverse representation of artists, audience members and stories in our theatre in Canada.

MISSION: Our mission is to break down walls by pushing against boundaries; to create art with and for an audience, examining the marginal, the unexplored and the unforeseen; to articulate a distinct Canadian voice that reflects the complexity of our intercultural society.

VISION: Theatre Passe Muraille aspires to be a leader locally, nationally and internationally in establishing, promoting and embracing collaborative and inclusive theatre practices that support and ignite the voices of unique artists, communities and audiences.

VALUES:

- Art-Centric
- Relevant
- Collaborative
- Pioneering
- Socio-political
- Egalitarian
- Accessible
- Community Oriented.

MANDATE: Theatre Passe Muraille has a special interest in:

- producing theatre that is provocative, subversive and joyful
- supporting and presenting independent artists and companies, emerging artists, and marginalized voices
- modelling new approaches to creation, collaboration, production and stewardship
- providing mentorship, expertise, space and opportunity to people, artists and companies
- encouraging, enhancing and increasing meaningful interactions between our communities – artists, staff, audiences, neighbourhoods and supporters

About Theatre Passe Muraille's Organizational Structure

An Art-centred Approach

Our organizational structure reflects our core artistic relationships. We are creating a holistic culture that is centered on our artistic and programming process. This culture is made up of the vision, mission and values of our organization. The strength of this approach is present when those values are embedded in all our discussions and decisions. This art-centered approach is the distinguishing mark of our organizational structure.

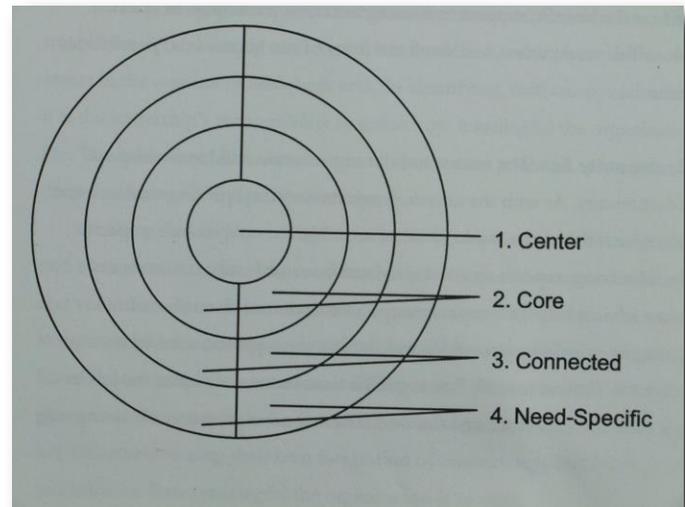
This art-centered model is different than the hierarchical model (borrowed from corporate institutions) where there is a person at the top of a family tree-like structure with everyone else in the organization placed underneath that person. The art-centered approach at TPM uses a value-based concentric-circle organizational model (see below) based on the research of Arts Action Research advocates Nello McDaniel and George Thorn, who have been consultants to Toronto's mid-sized performing arts organizations for several decades now. The art-centered model is now our industry standard.

In this model, there are concentric circles of engagement around a core of values at the **centre**. TPM's vision and values are the gravitational force at the **centre** of these circles of engagement.

The **centre** also contains the professional leadership who are responsible for articulating that vision and those values. In our case, the Artistic Director and Managing Director are partnered as the custodians of our values with equal responsibility for the health and success of the theatre.

The **core** circle on the right is the Board and the full and part time office staff.

Then in the **connected** circle on the right you find the part time and contract staff along with our employed artists. Finally, in the **need-specific** circle on the right are the companies or artists with whom we collaborate.



On the left side, in the **core**, are our core audience, our donors, our stakeholders and our alumni artists. Then in **connected** is our occasional audience and in the **need-specific** are those who are familiar with us but who are not engaged very often. The strength of our organization is drawn from the **centre** of the circle - that is from the artistic, curatorial or programming process. Those central values inform all other relationships within and outside of the organization.

Professional Leadership – Artistic Director/Managing Director Team

The professional leadership is at the center of the organization and directs the organization. The ultimate success of an organization derives from its artistic, curatorial and programmatic work. All other strategies are to achieve these goals.

It is the responsibility of the professional leadership to create a positive, healthy, productive and balanced organization, including relationships among professional staff, board and volunteers.

Board of Directors

The board is deeply connected to the work; the organization's vision, mission, and values; and the leadership. They actively participate in the life of the organization. They provide key leadership although they have a different relationship to the organization than the professional core, as TPM is not their profession or life.

They are responsible for overseeing the fiscal affairs of TPM and ensuring that the organization stays true to its mandate. The board hires the Artistic Director and the Managing Director so, if the board loses trust in the professional leadership, it is their responsibility to change it.

It is the board's role to collaborate with leadership to exert influence in the community and help secure resources.

The appropriate relationship between staff and board is a "led collaboration." The artistic process is our guide. When a production is being created, no matter how collaborative the process, the director makes the choices. Throughout the production, the director leads the collaboration. While there is a diverse range of participants with critical areas of responsibility, the members of the team expect the director to make choices. The important discussions that follow test and challenge why those choices have been made.

Staff

Our vision states that TPM is looking for ways of "encouraging, enhancing and increasing meaningful interaction." That includes our staff. Our values voice a desire for a more engaged relationship with our "artists, audience, neighbourhoods and supporters." If we are going to place a high value on our engagement with the public, we have to start with our staff culture.

An example of what we mean is evident in the Front of House team. We expect that they will be more engaged with the overall culture of hospitality in our theatre and that they will go the extra mile to ensure that our audience has a great time when they come to TPM. In that respect, we believe that they are, in some ways, as responsible for our success within the community as the Artistic Director is, as the person programming the work.

The Artistic Director and Managing Director, as the professional leaders, must engage staff with TPM's values. One of the ways we are trying to build a more engaged staff is to remove the silos that create job segregation. In an attempt to achieve this, each staff member has the title of Associate Producer, followed by naming what he or she might be primarily focused on, such as Associate Producer, Marketing and Publicity. This gives everyone the same fundamental responsibility for the organizational fortunes, as well as a clear statement of their individual tasks.

We have enshrined this approach within the two clauses at the beginning of everyone's contract:

“All employees of TPM accept their role in and responsibility for the marketing, promotion and development of the theatre in order to further the Mandate, Mission and Values and continued health of the theatre.

TPM understands and values the daily commitments its employees make to the organization. As such, TPM strives to provide a supportive working environment where people can learn and grow from each other and contribute to each other’s success.”

Most of our staff are 24-30 years old and that is a choice we’ve made. If we are going to connect with young people beyond our walls, we need to have young people within our walls. We believe strongly in empowering young administrators and artists to create and develop autonomously. We do this as a purposeful strategy to create future producers, general managers and artistic directors.

It is fundamental that our values guide our decision-making. By deconstructing the silos and encouraging staff to take more initiative, the end result is a more productive staff that is empowered to make decisions. They are all working toward the shared goal of strengthening our institution’s ability to respond quickly and confidently to almost any challenge we face.

About Theatre Passe Muraille's Financial Model

Theatre Passe Muraille is a not-for-profit with an annual revenue turnover in the region of one million dollars. This is made up of income from a variety of sources including:

- Earned revenue (28%): ticket sales, bar, theatre space rentals, touring fees
- Contributed funds (72%): grants from Canada Council, Ontario Arts Council and Toronto Arts Council and donations and sponsorships from individuals, foundations and corporations.

We are looking for an Artistic Director who will play an active role in these income generating aspects of the theatre by being an advocate and champion of this work — providing inspiring leadership in this area, and inspiring funders and sponsors to support TPM.

About Theatre Passe Muraille's Building

Theatre Passe Muraille operates out of a designated historic building located just north of Queen Street, between Bathurst and Spadina, in the heart of Toronto's artist community on Queen Street West. It was originally built in 1902 as a bakery. It became the home of Theatre Passe Muraille in 1976.

TPM's building encompasses three separate performance spaces:

The Mainspace, a flexible, multipurpose theatre, seats 185;

The Backspace, an intimate studio, seats 60;

The Cab-space, an alternative event space and bar, seats 100.

The building is owned by the City of Toronto and TPM is currently at the start of its latest 5 year (renewable) lease. With this lease TPM is responsible for all minor maintenance needs, while the city partners up with TPM to address larger capital needs. At the moment the City has three different renovations planned for the near future:

1. Enlarging the lobby space along with a renovated gender-neutral set of bathrooms
2. Upgrading the electrical room while allowing for a passage-way to be created from the existing lobby into the Backspace public area
3. Doubling the size of the sidewalk around the perimeter of the building, along with more bike stands and planted trees.

A shared focus for the new Artistic Director, along with the Managing Director, will be to continue to develop Theatre Passe Muraille's ability to maximize the creative capabilities and income generation opportunities that the building affords while ensuring the upkeep and care that a heritage building requires.

About Theatre Passe Muraille's Governance

Theatre Passe Muraille's board is made up of twelve members, and is currently chaired by Jim Roe. A good working relationship with the board, particularly the Chair, is of the upmost importance. The Artistic Director, in collaboration with the Managing Director, reports to the Chair. The Artistic Director will be expected to build a relationship which is based on trust, transparency and collaboration in order to ensure that the board is able to support TPM most effectively to manage risk and seize opportunities. The Artistic Director, in collaboration with the Managing Director, is the key link between the board and the rest of the organization and therefore strong leadership in this area is a must.

The board meets every six weeks (or more often if required) and the Artistic Director, in collaboration with the Managing Director, is responsible for reporting to the board regarding the artistic, creative, operating and financial health of the organization through these meetings.

There are currently four Committees which sit within the board structure as follows:

1. Fundraising — Chaired by Laura Metcalfe, which oversees TPM's fundraising activities.
2. Finance — Chaired by Jim Roe, which oversees TPM's financial position as well as other key areas of compliance such as Health & Safety and Insurance.
3. Community Engagement — Chaired by Susan Atkinson, which imagines and undertakes projects that will bring TPM into closer engagement with TPM's immediate community.
4. Board Recruitment — Chaired by Susan Moellers, which identifies board needs for recruitment and regularly seeks out and interviews potential, appropriate members for the board.

About the Artistic Director's Key Responsibilities

Rather than being too prescriptive about the day-to-day responsibilities of the role at TPM, we are seeking to give an essence of the key qualities required because there are different ways that this role could be delivered.

Ultimately as Artistic Director you will be responsible for providing the inspiration, leadership and care that keeps an ambitious organization like TPM thriving — reporting to the Chair and being accountable to the board of directors working as part of a collaborative team with the Managing Director, forming a co-equal professional leadership. This relationship with the Managing Director is fundamental to the job. You would be expected to meaningfully engage with the tasks of the Managing Director, just as they would be expected to meaningfully engage with your tasks as the Artistic Director. You will ensure that TPM's business plan and organizational structure successfully supports and enables the artistic vision which you set and you will include the Managing Director in the evolution of your artistic vision and seek out their perspective on your plans as they evolve.

Your leadership will inspire the delivery of a consistently high-quality, risk-taking, inclusive and relevant artistic program — maintaining TPM's reputation as a sector-leader and ensuring that the organization continues to reach audiences from across our community.

You will fully participate in the artistic and theatre community by sharing your views, taking a stand and advocating for the good and advancement of the entire arts and theatre community.

You will motivate and care for people, inspire staff and collaborate with artists in order to achieve this. You will be required to develop and maintain a wide-range of contacts within the community and sector. This will include leading positive and proactive communication with key stakeholders, such as funders, organizations, press and media where required.

There will be no aspect of the organization which you regard as being outside of your remit — if it needs an injection of leadership and sleeves-rolled-up attention then you will be expected to dive into this. You will also know when to step back and enable others to lead. This balance of taking a pan-organizational strategic approach, alongside knowing when to “lean into” the detail, is a key quality required of the Artistic Director.

The Artistic Director will always act in the best interests of TPM and lead by example with an approach which is transparent, fair and collaborative and which champions TPM's values.

In briefer form, the key responsibilities of the Artistic Director are:

- In collaboration with TPM's local community, artists, staff and board, to develop the organization's creative and artistic vision and to best enable the organization to achieve its purpose.
- In collaboration with the Managing Director, to lead TPM and champion the organization's values.
- In collaboration with the Managing Director and the board of directors, set the strategic direction of the organization, and work with the entire staff to ensure TPM is a financially sustainable not-for-profit.
- The Artistic Director will report to the Chair of the board of directors and will be formally accountable to the board for the delivery of the strategy, the artistic direction and to some extent, has a shared responsibility for the financial performance of the whole organization, along with the Managing Director. As such, the role combines both an Artistic Director's role and accountability for the fiscal health of the organization which means that candidates must be able to demonstrate their ability to tackle this dual and integrated challenge.

Terms and conditions

Salary: Range is \$60,000 up to \$65,000 gross per annum depending on skills and experience.

Hours: It is essential that the Artistic Director has a regular and frequent presence within the building. Core office hours are 10am-6pm, Monday-Friday. The Artistic Director will be expected to fulfil the hours required to do the job, including some evening and weekend work.

Vacation time: 4 weeks per year pro rata

Probation period: 9 months, with a 3, 6 and 9 month review

Notice period: 6 months

Employment Status: Full time employee

Staff Benefits: Group health insurance coverage is provided.