



Foundation for Leadership, Imagination and Place

A CALL TO FINANCIAL ACTIVISM

Investor Update: Fall 2023

Table of Contents

Welcome	3
FLIP Overview	4
Context	6
Financial Activism	7
Investment Opportunities	8
Leadership Team	10
Current Co-Conspirators	11
Future Direction: 2024	12
Annex 1: Financial Overview	13
Annex 2: 2023 Milestones	14
Annex 3: Resources for Learning	15
FLIP Vision Poem	16

Welcome to FLIP.



Nourishing Emerging Systems in a Moment of Transition

Our story spans over 25 years; it is intricately woven into the tapestry of arts-based leadership for social change. Through our work with SKETCH Working Arts, we confirmed our belief in the transformative power of art. Our work is a testament to creativity, which is a powerful force for change. This is the building block upon which the Foundation for Leadership, Imagination and Place (FLIP) writes a new story.

We acknowledge that the very systems which structure our current world, are limited and contribute to climate change, inequality, social injustice and hoarding of resources for the few. These systems are dying and must undergo a transformative evolution.

For those who dare to imagine a new world of possibility, we assert that the opportunity lies in connecting, nourishing and amplifying emergent leadership rooted in community. FLIP embraces a dynamic process of co-creation with emergent leadership who carry the traditions and histories of our communities. FLIP ensures radical places of belonging to listen, reflect and act on their insightful wisdom. Together we conspire towards a more just economy that nourishes social change through the arts.

A key element of a reimagined world is a just economy. A just economy, encompasses equitable distribution, fair wages, inclusive growth, environmental sustainability, access to basic needs, living wages, ethical business practices and democratic decision-making.

We extend to you a warm welcome to join us on a journey of listening, reflecting, embracing 'unlearning' and action. Accept this call to move beyond donor, to **investor**, to **financial activist** and **co-conspirator**. Collectively, we can navigate and transform this moment in time. Together we must nourish the roots of transformation, amplify the calls for justice and mobilize our resources towards a truly just economy.

Are you ready to write your part of this story?

Rudy Ruttimann

Founding Director

rudy@flipfoundation.ca

Myia Davar

Managing Director

myia@flipfoundation.ca

FLIP Overview

We invite you to discover about who we are as a movement. You can explore our dreams, intentions, values and strategy towards the world we imagine.

FLIP is a foundation working alongside emergent leadership, particularly QT & BIPOC creatives, to **transform arts and communities in Canada.**

OUR DREAM AND INTENTION

We envision *flipped* arts with altered systems providing equitable pathways for prosperous and sustainable careers **through the radical practice of belonging,**



We navigate cycles of growth, decline and regeneration by co-creating initiatives through:

Confronting

the conditions that limit emergent leadership, particularly QT & BIPOC artists;

Amplifying

visionary work of emergent leadership;

Committing

to leveraging and redistributing resources;

Contributing

to new norms;

towards a more equitable future in and through the arts in Canada.

OUR VALUES

Justice

We call for and participate in the redistribution of opportunity, resources, power and equitable pathways toward just arts in Canada.

Knowledge

We affirm the knowledge necessary to create new systems emerges from leaders with lived experience. It is our collective responsibility to bring about systems change for greater justice that requires the involvement of many different actors.

Place

We co-create spaces of collective care and radical belonging to embrace our complexities as we hold each other accountable to our vision.

Imagination

We nurture our collective imagination to move beyond the limitations of context, to recreate structures and systems.

Rhythm

We honour the cycles and seasons of life, recognizing the natural patterns of work, rest, repair and reflection which nurtures our collective well-being.

OUR STRATEGY

Leadership

Work with arts sector leadership to expand coaching and networking in support of emergent leadership.

Research

Co-create knowledge on systemic barriers and creative responses to leadership and systems change, in partnership with academic institutions and emergent leadership as co-researchers.

Education

Create accreditation partnerships with post-secondary institutions leading to certifications.

Fund Development

For emergent leadership to access resources which contribute to career development and community transformation.

Context

Recently, we engaged in a literature review to understand what others are saying about the challenges for emergent leadership in the arts.

In times of cultural and societal transition, the arts hold a critical social role in reflecting our reality back to us. However, social inequality in the arts is [longstanding](#). As recently as 2021, [research](#) examined the state of diversity in leadership roles among Canada's 125 largest arts and cultural institutions and found:

The leadership of major arts organizations in Canada does not reflect the diversity of Canada's population. For example, among 125 Canadian Arts Summit organizations, only 5.7% of CEOs are racialized compared to 94.3% who are white. The findings show similar results for lack of diversity in the Artistic and Board Chair roles.

Based on our collaborative work in community arts over the last 25+ years and our lived experiences, we see that there can be powerful benefits to co-designing FLIP at a national scale to confront the conditions that limit [emergent](#) leadership and amplify their visionary work. It is our collective work to shift the next emerging systems to ones of greater justice and this includes altering investment and leadership in the arts.

Emergent leadership can then experience prosperous and sustainable careers within the arts such as:

Arts sector: Music, theatre, dance, literary, media and visual arts,

Creative sector: Film, television, digital media, music and publishing

Business sector: Social enterprise, consulting and leadership roles

Public sector: Academics, heritage, landscaping, archaeology, libraries and museums

Community-based and socially engaged arts



Financial Activism

Justice, FLIP's first value, *calls us to engage in the redistribution of opportunity, resources, power and equitable pathways towards a just economy.*

Redistribution of Resources

Resource redistribution attempts to address injustices and tackles entrenched inequalities. It emphasizes the moral obligation to act, going beyond charity. At its core, the redistribution of resources extends beyond mere financial restitution, encompassing structural changes aimed at dismantling systems that sustain inequality and limits communities on the margins from equitable access to resources and opportunities.

Financial Activism

Financial activism is a community-driven approach that invests financial and social capital to address societal challenges, build community wealth and advance sustainable futures. It involves personal investment, collective action and the sharing of resources.

How is FLIP Responding?

FLIP is building a national network of individuals and organizations financial activists. Currently, we are engaged with the Just Economy Institute to build a framework guiding resource redistribution that focuses on:

Being Community-Driven

Rooting our work in local communities, where activists work collaboratively to create change.

Capacity Building

Investing financial resources to community initiatives led by QT & BIPOC emergent leadership to access the tools necessary to effect change.

Inner and Collective Work

Facilitating conversations for reflection and development, harnessing the stamina for long-lasting change.

Resource Sharing

Promoting a culture of sharing ideas, resources and connections among financial activists.



As you are learning about resource redistribution and financial activism, we have gleaned deeply from the ideas and reflections of others. We invite you to engage with these voices in Annex C.

Investment Opportunities

We share with you 6 investment opportunities, co-created with emergent leadership serving grassroots organizations. Each opportunity seeks to confront the existing unjust models of resource distribution. Your personal investment of skills, finances and human resources will fund our initiatives to nurture research, leadership, education and fund development to amplify the impact of emergent leadership. Should you like a face-to-face meeting to discuss any of these opportunities, please contact rudy@flipfoundation.ca.

Opportunity 1 | Sustain

Investing in the sustainability of grassroots organizations

Sustain is a unique leadership coaching program beginning in March 2024. It is curated for 10 emergent community-based organizations. Over a 9-month fellowship, leadership will create, implement and generate new resources to enact their long-term sustainability plan.

The program will draw deeply on the leaders' lived experience, a community of practice of shared learning, the principles of a just economy and the guidance of coaching from mentors and elders, as they navigate the complexity of their context.

By the end of the program, 10 organizations will increase: total revenue, internal fundraising capacity, social capital, new revenue initiatives and self-confidence.

Cost of Initiative	\$170,000
Currently Raised	\$75,000
We seek investors for 1 of 3 levels of resources for a total of	\$100,000
Full Fellowship	\$15,000
Phase 2: Coaching Program (6 months)	\$10,000
Phase 1: Leadership Program (3 months)	\$5,000

Opportunity 2 | Co-creating a Just Future

Investing in confronting unjust systems

Through our embedded value of co-design, FLIP seeks to change the existing model of organizational governance and resourcing by continuing to work through two clusters (groupings of emergent leaders). The Strategy

& Governance cluster's objective is to create radically different models of governance design and decision-making to be piloted at FLIP and shared to influence other arts sector organizations. The Just Economy Cluster will build a case for support and business planning for innovative revenue development based in Canada. FLIP will pilot this work for its own financial modelling and share lessons learned to others within the sector. Each investment will honour the share meaning-making and lived experience of emergent leadership towards confronting unjust systems.

Cost of Initiative	\$115,000
Currently Raised	\$90,000
We seek 5 investments of \$5,000 for emergent leadership participation	\$25,000

Opportunity 3 | Seeding New Research

Investing in confronting unjust systems

Building upon our first research project, a literature review, we established that the arts sector is aware of the barriers to leadership for Queer, Trans, Black, Indigenous and People of Colour (QT & BIPOC) but barriers remain and progress is not evident. We seek to FLIP the foundation of academic research. Over this year, we created our research framework facilitated by academics reflecting the contributions of community artists, staff and partners. The result is the FLIP Research Framework entitled, *Community-Engaged Creative Social Change Research Framework*. In 2024, your investment into our Seeding Research initiatives will provide resources to community-based emergent leadership to share meaning-making and lived experience of emergent leadership towards confronting unjust systems.

Cost of Initiative	\$240,000
Currently Raised	\$215,000
We seek 5 investments of \$5,000 for emergent leadership participation	\$25,000

Opportunity 4 | Co-conspirators Initiative

Investing in the journey to financial activism

Building a Just Economy requires a network of individuals who courageously embark on a journey from donor to investor and finally financial activist. Our co-conspirator initiative, seeks to create a community of practice for listening, reflecting and creating individualized plans to fulfill the role of financial activist for those who have benefited at the expense of others from the existing capitalist system.

Cost of Initiative	\$30,000
Currently Raised	\$14,000
We seek 4 investments of \$4,000 for the creation of 1 of 4 modules	\$16,000

Opportunity 5 | Educational Accreditation

Investing in new pathways for accreditation

Research shows there are significant barriers to post-secondary education for QT & BIPOC emergent leadership. FLIP's educational accreditation initiative seeks to create partnerships with post-secondary institutions to develop new pathways to certification.

Cost of Initiative	\$10,000
Currently Raised	\$5,000
We seek 2 investments of \$2,500 to develop new partnerships	\$5,000

Opportunity 6 | The Emergence Fund

Investing in co-created innovation for social change

FLIP recognizes that our collaborative work with co-conspirators will compel us to innovate new approaches towards a just economy. Annually, we commit to invest in initiatives lead by emergent leadership.

Cost of Initiative	\$60,000
Currently Raised	\$0
We seek 6 investments of \$10,000 for a total of	\$60,000

Leadership Team

Rudy Ruttiman **Founding Director**

Rudy is a white, Queer, Mother of four adult children and Wife living in T'karonto. She is a passionate leader and advocate in education and community arts practices for all. Rudy had the honor of holding the position of Founding Executive Director with SKETCH Working Arts for 22 years. A highlight of Rudy's tenure was securing SKETCH's legacy space through Project Home, a project that raised \$5.2 million through community driven impact investments. After implementing a successful leadership succession plan at SKETCH Rudy is now focussed on new possibilities and responsibilities.

Rudy is committed to transforming the traditional charity model and embracing new, innovative approaches that better serve our communities and address the root causes of social barriers. She is a strategic, results-driven executive with proven ability to spearhead change, conceptualize and achieve innovative and sustainable new initiatives and realize a vision that provokes long lasting transformation.



Myia Davar **Managing Director**

Myia is a mixed-race queer settler with South Asian (Goan and Parsi) and white British family lineages raised in Treaty 2 territory in Manitoba. She is a collaborative leader, project manager, network-builder and dream engineer. Passionate about possibilities in health, education and economic empowerment, Myia draws on 20 years of work in community health, youth development, community arts and social innovation to engage stakeholders, analyze systems and implement strategy across organizations. She designs and facilitates innovative and collaborative processes that shift definitions and mindsets about what is possible.

Co-Conspirators

Co-conspirators are individuals who are compelled to action for the equality, justice and stewardship of resources in the pursuit of a just economy. You will find our current co-conspirators contributing their gifts and passions through these means.

Clusters

The purpose of Clusters is to bring together individuals with skills, knowledge, professional and lived experience to develop a 5-year plan for FLIP. Clusters are spaces of interaction to unlearn behaviours of the dominate systems and learn new creative pathways of transformation.

Strategy & Governance Cluster to shape our 5-year plan, policies, governance structure.

Arifah Yusuf, Founder/Executive Director [Lifted by Purpose](#)

Jess Bolduc, Executive Director [4Rs Youth Movement](#)

Karibu Ramos, Founder/Executive Director [Elevate Equity](#)

Allie Harvey, Director [ArtReach](#)

Jermaine Henry, Cofounder Young Leaders Circle & Creator [IBLV Dreamers](#)

Foresight & Resourcing Cluster to shape and activate our scaling and investments.

Martha Burns, Actor Arts Educator and Filmmaker

Seema Jethalal, Cultural Leader and Bridgebuilder

Albert Mastromartino, Professor, Fleming College & Principle, Mastromartino & Co.

Ted Reilly, Vice President, Colliers International

Michael Sacke, Impact Investment Advisor

Board of Directors

John Andras, Chair | **Rona Abramovitch**, Director | **Jamey Hubbs**, Director

Core Contributors

Phyllis Novak & Rose Gutierrez, CounterArtivists (Research) | **W. Clayton Rowe**, The Saben Group (Fundraising & Strategy) | **Tania Cheng** (Strategic Clarity Coach) | **Dev Ramsawakh** (Digital Story Producer)

Partners

OCAD University | University of Toronto Centre for Community Based Research

Funders/Investors

Andras Family Foundation | Canada Council for the Arts | Hubbs Family Foundation | Innoweave | Inspirit Foundation | J.W. McConnell Family Foundation | Kingfisher Family Foundation | Ottawa Community Foundation | TELUS: Future Friendly Foundation

Future Direction: 2024

Peering into 2024, we have established several key objectives to achieve in the next year as we continue our co-conspirator initiatives.

Pilot Sustain

Mentoring and coaching initiative which partners with QT & BIPOC emergent leadership to develop long-term plans for organizational sustainability of their work in the community. We anticipate this program to commence by March 2024.

Endorse our Strategy, Priorities and Theory of Change

We are on track to complete this important work by the end of June 2024.

Launch our Co-Conspirators Initiative

This initiative will provide a reflection and action-oriented learning experience for current leaders in the sectors of: Arts, Business, Philanthropy and Policy. We will advance the causes of justice-based redistribution of resources, a just economy and financial activism by the Fall 2024.

Pressure Testing our Research Framework

Through engagement with our cadre of community leaders, we will rigorously assess the research design, data collection methods, statistical analyses and overall logic of the study before the end of Fall 2024.

Conclusion

Since our launch in early 2023, we see the impact of intentional listening, the joy of collaboration and the rich wisdom shared with us from our emergent leadership.

As you continue your journey from donor to investor and finally to financial activist, please let us know how we can support your personal learning (and unlearning) as you write your own story.

Financial Overview: 2024

FLIP 2024 Budget

Revenue	Confirmed for 2024	Investment Opportunities	Required in 2024
Foundations	\$168,000	\$62,000	\$230,000
Family Foundations	\$35,000	\$15,000	\$50,000
Investors	\$52,000	\$148,000	\$200,000
Other: Research	\$145,000	\$0	\$145,000
Total	\$400,000	\$225,000	\$625,000

Expenses	Required in 2024
Personnel	\$215,000
Initiatives	\$305,000
Administration	\$25,000
Fundraising	\$20,000
Emergence Fund: New Initiatives	\$60,000
Total	\$625,000

Notes on 2024 Budget

The percentages below do not include the Emergence New Initiatives Fund.

1. 71% of investments are confirmed for 2024
2. 85% of our expense contribute to initiatives impacting Emergent Leadership
3. 8% of our expenses contribute to management and administration costs
4. 7% of our expenses contribute to fundraising costs

Notes on Financial Accountability

1. Should you require a more detailed conversation about our 2024 Overview please contact our Founding Director rudy@flipfoundation.ca.
2. Our first full year of financial statements (2023) will be available with our next Investor Update (Spring 2024) before the end of March 2024.

2023 Milestones

Launched FLIP Foundation groundwork

(communications, team structure, budget, partnerships, strategic clarity pathway)
(January to June 2023) – Through hours of engaged listening with QT & BIPOC emergent leadership and partners, we began to clarify the unjust and inequitable barriers they experienced to prosperous and sustainable leadership opportunities within the arts.

Initiated our Strategic Clarity Process *(June 2023)* – With guidance from our Strategic Clarity Coach with Innoweave, we began the process of drafting our strategy, prioritizing our initiatives and developing a theory of change to enliven our dreams and intentions. This work will be completed by June 2024.

Partnered with over 80 Community Leaders *(June – November 2023)* – Under our three pillars of Leadership, Education and Research we engaged QT & BIPOC emergent leadership, research partners and sector partners to contribute to the development of FLIP's governance, resourcing, strategy, leadership coaching and several research projects with academic institutions.

Affirmed our Dreams, Intentions and Values *(July 2023)* – Through a community collaboration we honed and affirmed the foundational statements to scaffolded FLIP's initiatives, decision-making and governance.

Received CRA Approval for FLIP

(August 2023) – The Canada Revenue Agency approved and recognized the Foundation for Leadership, Imagination and Place (FLIP).

Completed Literature Review *(August 2023)* – Working with student researchers from Humber College, a literature review was completed to address the question: Why create a Foundation to support QT & BIPOC Emergent Leadership through the arts in Canada? A summary of this research is available upon request.

Constructed FLIP's Research

Framework *(October 2023)* – Partnering with CounterArtivists (a small research consultancy) and community members, we developed a research framework to provide a decolonial, anti-racist, creative, community-engaged and accessible approach to research. See Annex B for our Research Framework.

Launched our website *(October 2023)* –

As part of our dedication to enhancing the efforts of emerging leadership, we collaborated with an entrepreneurial communication start-up to successfully develop and launch the organization's website at flipfoundation.ca.

Hosted Investors Update on the theme of Financial Activism *(November 2023)*

– engaging in discussions with like-minded collaborators to delve into the concepts, requirements, or visions regarding potential contributions to the fair and equitable redistribution of resources, aiming for a more just Canada.

Resources for Learning



Beyond Allyship

Dabiri, Emma. [What White People Can Do Next](#). Penguin: Canada, 2021.

Emergence

Wheatley, Margaret and Deborah Frieze. [Using Emergence to Take Social Innovation to Scale](#). margaretwheatley.com, 2006.

Financial Activism

Rashid, Jasmine. [The Financial Activist Playbook for Supporting Black Lives](#), Candide Group: June 3, 2020.

Impact Investing

[In the Dark: Assessing Progress Toward Equity, Diversity, and Inclusion](#), newpowerlabs.org

Just Economy

justeconomyinstitute.org/resources/library-of-resources/

Philanthropy

Nuri, Marina. [Radical Grantmaking: Shifting Decision-Making – and Power – to Communities](#), The Philanthropist Journal, June 12, 2023.

Two Loops Framework

strategicdesign toolkit.com/two-loops



FLIP Vision: A Collective Poem

When FLIP's vision is realized...

The arts and culture sector will be a more beautiful, radical, equitable, better resourced and more loving place to live and work

There will be new pathways birthed towards collective freedom and liberation

There will be exchange of true value between all parties involved

There will be equal pay for those who are educated in our institutional and non-institutional environments will offer and be constantly exploring new modes of training and education

There will be no more charity, only investment

Those at the edges will be leading

Growth and comfort will take place

The world will be a better place

We will party like it's 1999 and live like it's 3001

We will feast!

Wholeness is wealth

Phone :
416.803.5428

Website :
flipfoundation.ca

Registered Charity :
806007373 RR 0001

