

The logo consists of the word "FLIP" in white, uppercase, sans-serif font, centered within a teal circle. The circle has a white outline and a white swoosh that curves around the top and left sides of the text.

FLIP

A vibrant, stylized illustration featuring several faces with exaggerated features like large eyes, thick eyelashes, and colorful makeup. The faces are set against a background of bold, swirling colors including yellow, orange, red, and blue. The style is reminiscent of pop art or graphic design.

Foundation for Leadership, Imagination and Place

**A CALL TO
FINANCIAL ACTIVISM**

Investor Update: Fall 2024

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Cover Art: Manifestation of a Dream
by Ayonti Mahreen Huq, Artist
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Welcome to FLIP



The Foundation for Leadership, Imagination and Place (FLIP) is about activating the transformative power of art to create social change.

The arts hold a critical role in reflecting our reality back to us, especially in times of cultural and societal transition. Creativity and the arts are powerful avenues for truth-telling, voice building, meaning making, and knowledge sharing.

From our 25 years of working in community arts, we know that emergent leaders on the margins are already leading social change through arts-based approaches and that their lived experience is critical knowledge for social change.

Our goals are to confront the conditions impeding emerging art leaders and amplify their visionary work; nourish the roots of transformation; magnify calls for justice; and mobilize our resources towards a truly just economy.

Why FLIP?

Social inequity in the arts is longstanding. Emergent leaders on the margins face barriers in their work, leading to burnout and isolation.

This is where FLIP writes a new story. We believe that opportunities for meaningful change can be found in connecting, nourishing, and amplifying the work and voices of emergent leaders rooted in community.

We seek to confront the conditions that limit emergent leadership in the arts. These limitations include funding that is scarce, project-based, inequitable, and transactional; relationships between emergent leaders and funders that lack trust; communities of care for emergent leaders that are under-resourced, leading to burnout and isolation.

We are “flipping” the resourcing system of the arts for social change by ensuring that emergent leaders have the skills, care, access, and financial resources they require. Our dream and intention is to contribute to a more just economy where emergent leaders on the margins experience radical belonging and are contributing to long-term social change through the arts.

Canadian Arts & Culture Has a Problem

Leaders from marginalized communities are significantly under-represented in Canada's Arts and Culture sector, and social inequality in the arts is longstanding.

In 2021 research examined the state of diversity in leadership roles among Canada's 125 largest arts and cultural institutions. Findings revealed that the leadership of major arts organizations in Canada did not reflect the diversity of Canada's population. For example, among these 125 organizations, only 5.7% of CEOs were racialized, with a similar lack of diversity in Artistic and Board Chair roles.

Emergent arts leaders from marginalized communities possess innovative solutions for evolving our systems, yet they haven't benefited equitably from existing resources. Their voices and lived experience have been excluded. They are undervalued, under-resourced, and face continuous barriers to accessing the necessary capital— both financial and social—to create social change through the arts and contribute to just economies that benefit everyone. These inequities lead to a loss of the vibrancy and wisdom these leaders bring to our communities.

Removing barriers will mean that emergent leaders can experience prosperous, sustainable and transformative careers within arts and culture including:

- **Arts sector:** Music, theatre, dance, literary, media and visual arts
- **Creative sector:** Film, television, digital media, music and publishing
- **Business sector:** Arts and culture social enterprise, consulting and leadership roles
- **Public sector:** Academia, heritage, landscaping, archaeology, libraries and museums
- **Community-sector:** Community-based and socially engaged arts



Why Arts & Culture Matter

The health and welfare of communities are deeply tied to a thriving arts and culture sector, which fosters social cohesion, preserves cultural identity, enriches education, improves health outcomes, and sustains economic growth. Research consistently validates the critical role of the arts in creating vibrant communities.

Social Impact

- **Social Inclusion:** Cultural initiatives bridge social divides, promote understanding, and reduce isolation, enhancing social cohesion and inclusion, especially among marginalized communities.
- **Community Engagement:** Cultural participation builds community resilience and individual well-being, encouraging civic and volunteer activities. Arts and culture help preserve cultural heritage and identity, fostering pride and continuity.
- **Innovation and Creativity:** A vibrant arts sector drives creativity and innovation, leading to broader societal and technological advancements.

Wellbeing

- **Personal Development:** Arts engagement enhances creativity, critical thinking, and problem-solving skills, improving academic performance and lifelong learning.
- **Mental Health:** Arts involvement benefits mental health by providing expression outlets, reducing stress, and boosting emotional well-being and self-esteem.
- **Physical Health:** Activities like dance and theatre promote exercise, coordination, and physical fitness.

Economic Impact

- **Job Creation:** The arts and culture sector significantly contributes to the Canadian economy. In the first quarter of 2023, the nominal GDP of the culture sector increased by 2.0% to \$16 billion. Employment in the sector also showed growth, with 717,227 jobs reported in the same period (Statistics Canada).
- **Economic Revitalization:** Cultural investments stimulate local economies, with cities like Pittsburgh and Detroit experiencing revitalization through arts-led urban renewal projects.

FLIP

Initiatives

SUSTAIN

In 2025 we will launch SUSTAIN, a program for emerging leaders on the margins which will include a basic income (supplementing existing income) and intensive fellowship programs. SUSTAIN will ensure participants have the skills, resources, and connections needed to engage with financial activists and established leaders who are working as co-conspirators to create a more just economy. This will be accompanied by community-based research to ensure our objectives are being met.

SUSTAIN Basic Income: A guaranteed sum of money for each participant will allow them to invest in their practice, supporting their capacity to focus on work, develop business ideas, and build skills. These funds supplement income from gigs and contracts, providing financial stability that reduces stress and fosters creativity. Programs like the Toronto Arts Council's advocacy for a Basic Income Guarantee and the Springboard for the Arts' pilot in St. Paul, Minnesota, show how financial stability enhances artists' contributions to the cultural sector, improving mental health, fostering innovation, and supporting community engagement.

SUSTAIN Intensive Fellowship Programs: Our programming will empower emergent leaders from marginalized communities who will:

- Actively engage in reciprocal relationships with financial activists and established leaders from arts and culture and other sectors.
- Practice and build skillful engagement in shifting unjust policies, practices, and culture.
- Engage in intensive programming to build skills, resources, and connections.



SUSTAIN Community-Based Research: We will engage in ongoing evaluation and evolution of practices, ensuring participants and communities learn and grow together. FLIP’s Research Framework ensures that our initiatives are responsive to the real needs and contexts of these communities. Our approach allows for continuous learning and adaptation, fostering practices that are effective and sustainable in promoting social and economic justice.

SUSTAIN Impact: The anticipated impact includes:

- Resourced Leaders: Participants experiencing radical belonging, mutual care, and collective flourishing.
- Leadership in Action: Emergent leaders actively leading and engaging alongside others to shift unjust systems.
- Community Transformation: Communities served by these leaders will see tangible improvements in economic and social justice.

Investing in SUSTAIN

We share with you our Sustain Investment Opportunity, co-created with emergent leadership serving grassroots organizations. This 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 investing in this opportunity, please contact rudu@flipfoundation.ca.

Investing in the **SUSTAIN**ability of grassroots organizations

SUSTAIN is a unique leadership coaching program beginning in Spring 2025. The first cohort will be curated for 10 emergent leaders from community-based organizations. Over a 9-month fellowship, emergent leaders 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 and 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.

Basic Income & Fellowship Programming Cost for SUSTAIN

Over Six Years \$3,000,000

Year 1 (Delivery of One Cohort): \$250,00

- Design, Pilot, and Redesign
- Design and development of the SUSTAIN fellowship and the community-based research framework
- Pilot program with initial cohort
- Feedback collection and program adjustments

Year 2 (Delivery of Two Cohorts): \$500,000

- Pilot program with 2 cohorts
- Conduct community-based research framework
- Feedback collection

Year 3 (Delivery of Three Cohorts): \$750,000

- Pilot program with 3 cohorts
- Conduct community-based research framework
- Feedback collection

Year 4 (Delivery of Three Cohorts): \$750,000

- Pilot program with 3 cohorts
- Conduct community-based research framework
- Feedback collection

Year 5 (Delivery of Two Cohorts): \$500,000

- Pilot program with 2 cohorts
- Conduct community-based research framework
- Feedback collection

Year 6 (Delivery of One Cohort): \$250,000

- Pilot program with 1 cohort
- Conduct community-based research framework
- Feedback collection

These costs include:

- Personnel
- Management and administration
- Basic income and fellowship programming for SUSTAIN
- Research and evaluation

Leadership Team

Rudy Ruttiman Founding Director

Advocate, Community Transformer

Rudy is a force of nature in the realm of social innovation and community empowerment. As a Queer, Wife, Mother of four and a settler of the Treaty Lands and Territory of the Mississaugas of the Credit First Nation, she brings a unique perspective to her work that bridges cultures, generations, and social divides.

A Legacy of Creative Leadership

For over two decades, Rudy helmed the award-winning SKETCH Working Arts as its Founding Executive Director, leaving an indelible mark on the intersection of arts, culture, and social change. This experience honed her ability to nurture talent, foster innovation, and create spaces where creativity becomes a catalyst for personal and community transformation.

Reimagining Social Impact

Now, Rudy stands at the threshold of new possibilities, driven by a bold vision to impact change to systemic barriers at their roots through innovative approaches to community service.

Her strategic mindset and results-driven approach make her a powerful ally for organizations ready to evolve and create lasting social impact.



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

Our co-conspirators are individuals compelled to work for equality, justice and stewardship of resources in the pursuit of a just economy. They are contributing their gifts and passions to enable FLIP to pursue and reach its vision. They are participating in FLIP clusters, and as members of the FLIP Board of Directors, as core-contributors, as funders/investors, and as partners.

Clusters: The purpose of Clusters is to bring together individuals with skills, knowledge, professional and lived experience to co-design FLIP. Clusters are spaces of interaction to unlearn behaviours of dominant systems and to learn new creative pathways of transformation. FLIP has two Clusters: Governance, and Just Economy.

The role of the **Governance Cluster** is to shape our 6-year plan, policies, and 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](#)

The role of the **Just Economy Cluster** is to shape and activate our scaling and investments.

Martha Burns, Actor Arts Educator and Filmmaker

Seema Jethalal, Cultural Leader and Bridgebuilder

Dr. N.E. Kalu, Entrepreneur | Strategist | Problem Solver

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

Ted Reilly, Vice President, Colliers International

Board of Directors

Jamey Hubbs, Chair | **Jermaine Henry**, Vice-Chair | **Rona Abramovitch**, Director

Core Contributors

Phyllis Novak & Rose Gutierrez, CounterArtivists (Research) | **W. Clayton Rowe**, The Saben Group (Fundraising & Strategy)

Partners

OCAD University | University of Toronto Centre for Community Based Research | George Brown College | MASS Culture | Just Economy Institute

Funders/Investors

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

An Outsider's Advantage and Radical Perspectives

Rudy Ruttimann, our founder, is a white, left home at 15, experienced homelessness and childhood trauma, giving her a radical perspective, being an outsider and navigating marginality.

Rudy says, "you are living with a perception of the world around you, and you must constantly figure out how to live even though you don't fit. The advantage is what I saw with young people who were not afraid to go against the mainstream; to take risks; you have a different lens on the world."

bell hooks speaks to this in *Choosing the Margin as a Space of Radical Openness*, 1989:

"Navigating the world around me while managing what is in me. You're outside of the 'center' (mainstream) so you can look back at the center and see it for its foibles AND you can see how things could be different."



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.

Financial Overview: 2024-25

2024 Financial Report

Revenue 2024	Required	Confirmed	Investment Opportunity	Expenses 2024	
Foundations	\$162,500	\$162,500	\$ —	Personnel	\$170,000
Family Foundations	\$35,000	\$35,000	\$ —	Initiatives	\$173,000
Investors	\$60,000	\$60,000	\$ —	Administration	\$17,500
Other: Research	\$131,000	\$131,000	\$ —	Fundraising	\$21,000
Total	\$388,500	\$388,500	\$ —	Total	\$381,500

2025 Financial Budget

Revenue 2025	Required	Confirmed	Investment Opportunity	Expenses 2025	
Foundations	\$180,000			Personnel	\$233,000
Family Foundations	\$50,000			Initiatives	\$230,000
Investors	\$270,000			Administration	\$17,000
Other:				Fundraising	\$20,000
Total	\$500,000	\$ —	\$500,000	Total	\$500,000

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 & 2024

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).

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.

Endorsed our Strategy, Priorities and Theory of Change *(June 2024)* – We finalized these guiding documents co-created with our emergent leaders, co-conspirators, and financial activists.

Launched our Co-conspirators Initiative *(Fall 2024)* – Hosted space for reflection and action-oriented learning experiences for current leader in the sectors of: Arts, business, philanthropy and policy. Our goal is to advance the causes of justice-based redistribution of resources to wards a more justice economy.

Pressured Tested our Research Framework *(Fall 2024)* – Through engagement with our cadre of community leaders, we rigorously assessed the research design, data collection methods, statistical analyses and overall logic of the study.

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



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