



# Foundation for Leadership, Imagination and Place

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**A MORE JUST ECONOMY**

Annual Report 2023

# What is FLIP?

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

The systems that 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.

In times of cultural and societal transition, the arts hold a critical role in reflecting our reality back to us. 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.

## Why FLIP?

Since **social inequity in the arts is longstanding**. Emergent leaders continue to face barriers in their work - from their knowledge, metrics, and methods of change-making being undervalued, to continuous barriers accessing the capital and resourcing they need. This is 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 emergent leaders rooted in community.

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

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

# Our Vision: A more just economy

We believe, when emergent leaders on the margins experience radical belonging and contribute to long-term social change through the arts, they will lead us to **a more just economy** in Canada.

## 2023: A Year in Review

<b>Launched FLIP Foundation Groundwork</b> (communications, team structure, budget, partnerships, strategic clarity pathway) <i>(January to June 2023)</i>	Through hours of engaged listening with emergent leaders and partners, we began to clarify the unjust and inequitable barriers they experienced to prosperous leadership opportunities within the arts and creative industries.
<b>Initiated our Strategic Clarity Process</b> <i>(June 2023)</i>	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.
<b>Partnered with over 80 Community Leaders</b> <i>(June – November 2023)</i>	Under our three pillars of Leadership, Education and Research we engaged emergent leaders, 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.
<b>Affirmed our Dreams, Intentions and Values</b> <i>(July 2023)</i>	Through a community collaboration we honed and affirmed the foundational statements which scaffold FLIP’s initiatives, decision-making and governance.
<b>Completed Literature Review</b> <i>(August 2023)</i>	Working with student researchers from Humber College, a literature review was completed to address the question: Why create a Foundation to support Emergent Leaders through the arts in Canada? A summary of this research is available upon request.
<b>Constructed FLIP’s Research Framework</b> <i>(October 2023)</i>	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. This framework available upon request.
<b>Hosted Investors Update on the theme of Financial Activism</b> <i>(November 2023)</i>	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.

# Financial Overview

During our pilot year, we are grateful for the financial administrative support of Sketch Working Arts. Sketch's bookkeeping support allowed us to prepare for our independent launch on January 1, 2024. Below you will see a financial overview of our income, expenses, and variance.

<b>Income</b>	
Government	\$187,866.41
Foundations	237,714.49
Corporate	4,130.00
Individual	7,353.72
FLIP Start-up Fund	20,000.00
Other Income	80,420.00
<b>Total Income</b>	<b>\$537,464.63</b>
<b>Expenses</b>	
Administration Expenses	
Equipment	\$8,042.86
Professional Fees	37,260.38
Supplies	460.90
Telephone & IT	2,791.45
Travel	2,675.95
Administration Total	\$51,231.54
Program Expenses	
Artist Fees	\$67,613.76
Events	10,186.45
Food	761.23
Honoraria	7,250.00
Materials	3,646.56
Partnership Fees	30,000.00
Professional Development	7,229.95
Shared Platform	65,281.61
Program Total	\$191,969.56
Salaries & Benefits	\$223,459.13
<b>Total Expenses</b>	<b>\$466,660.23</b>
Variance	\$70,824.39

# 2024: Looking Ahead

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

## Develop Sustain

Mentoring and coaching initiative which partners with emergent leadership to develop long-term plans for organizational sustainability of their work in the community. We anticipate this program design with our community of emergent leaders in 2024 and to launch in 2025.

## Endorse our Strategy, Priorities and Theory of Change

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

## Create New Governance Model

Through the work of the governance and strategy cluster we produced the following model for the next year. The three objectives of this year will be to: Create a new governance model, agreed-upon decision-making framework, and a Board nomination process.

# Investment Opportunities

Your investment will contribute to confronting existing unjust models of resource distribution. It will support our initiatives to amplify the impact of emergent leaders, nurturing their growth and development. It will enable us to realize our dream of moving toward a more just economy. FLIP is at the beginning of its journey and is presenting two investment opportunities, one focussed on direct support to emergent leaders and grassroots organizations, and the other on support for FLIP capacity and growth.

Sustain is a unique leadership coaching and skill development program beginning in 2025. It is curated for up to twenty-five emergent leaders over 3-years who are navigating systemic marginalization. During a 9-month immersion fellowship, leaders will create, implement, and generate new resources to enact their long-term sustainability plan, either for their own artistic practice/project or for the grassroots organization they represent.

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 contexts.

By the end of the program, these emergent leaders will have more sustainable practices, projects, and organizations. They will increase total revenue, internal fundraising capacity, social capital, new revenue initiatives, and self-confidence.

In addition, emergent leaders will have access to a fund providing up to three years of financial support modelled on sustainable financial resources. This funding will allow some freedom from the need to work multiple contracts and constant grant seeking and writing, which will in turn lead to increased sustainability.

## 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.



### Rudy Ruttimann

Pronouns: She/Her/They

Founding Director

FLIP - Foundation for Leadership, Imagination and Place

### Contact

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[Schedule a Meeting](#)

# 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

# Radical Love

In the realm of social entrepreneurship, blending innovation and philanthropy, crucial moments arise where community strength and sustainable change meet. My years in the non-profit sector have focused on using creativity for social and economic growth.

Despite extensive efforts in community development and arts leadership, challenges like resource scarcity persist, highlighting the need for continuous support.

FLIP, a foundation aimed at societal change through young leadership, represents a response to these challenges, though financial instability remains a major obstacle.

At the Just Economy Institute, a hub for financial activism and social justice, I experienced the profound impact of “radical love.” At a crucial gathering, I requested \$50,000 to support FLIP financially, and the response was overwhelmingly positive, with ten individuals stepping forward with support and solutions.

This effort transcended financial aid, fostering a spirit of care and solidarity. The discussion broadened to include comprehensive strategies for financial and emotional support.

Within six hours, we raised \$52,000, showcasing the effectiveness of collective action driven by compassion and equity. This success deepened my gratitude and highlighted the transformative power of community unity.

Reflecting on this, I see the vast influence of **radical love**—it binds communities, drives action, and empowers individuals to effect meaningful change. I am inspired to share these insights by spreading these values, igniting a wave of compassion and collective action that reaches well beyond our immediate circle. For in the end, it is through acts of radical love that we pave the path towards a more just and equitable world—for ourselves, and for generations yet to come.

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