



# RADIUS

## FIVE YEARS ON



# Introduction

This report marks a milestone year for RADIUS, reflecting on five years of impact since our launch in 2013. Established by the Beedie School of Business (Beedie) to advance social innovation and entrepreneurship, while delivering capacity development programs for students and community to step into this complex work, RADIUS and SFU have emerged as key national social innovation leaders. Our work is widely held up as an exemplar - Section 1 of this report shares these results, tracked to Beedie and SFU's core mission, and to the role of universities as social infrastructure.

The landscape has changed significantly in just five years, and we have evolved with it. In 2013 there were virtually no social innovation or social venture programs in Canada, and few universities had a significant focus in these areas. As of 2018, SFU is one 18 Canadian institutions in the McConnell Foundation's RECODE network and among nearly 50 international institutions in the Ashoka Changemaker Campus network. Social venture programs abound, while the sector asks harder questions about the real impact of helping groups of individual ventures without a more systemic outlook. As a result of our own learning and efforts to remain on the cutting edge of this work, we are rolling out a new "entrepreneurship in service of systems change" strategy for our next five years. Stay posted to our website and media channels for updates this summer.

[Shawn to insert paragraph]

We are committed to building a world class contribution at SFU, and have the team, credibility and momentum to do so. I look forward to your questions and ideas.

Shawn Smith  
Co-Director  
RADIUS



**"The University social innovation ecosystem in Canada is flourishing; thanks in no small part to RADIUS' thought leadership, vision for a 21st century education and commitment to impact and collaboration. They are unparalleled in their scope of activities, diversity of stakeholders, breadth of interventions and understanding of how to support social entrepreneurship and innovation. The McConnell Foundation is proud and lucky to count RADIUS as a key partner."**

**Chad Lubelsky**  
Program Director - RECODE  
JW McConnell Family Foundation



**"RADIUS changed my life. It came to me at a time when I was stuck both personally and professionally. I never realized the power of goals, collaboration, and like-minded communities. I feel ready, and set with the right tools to grow personally and begin a meaningful career. I no longer feel stuck."**

**2016 RADIUS Fellow**

**"We've seen RADIUS emerge as a key part of Vancouver's social change ecosystem, and an extension of SFU's longstanding commitment as an inclusive and community minded institution. I've come to a number of RADIUS events and stayed up to date on programs that support the City of Vancouver's efforts to wrestle with a number of complex challenges. It's critical that our academic institutions help provide just this sort of community engaged infrastructure, and I commend SFU for their contributions."**

**Andrea Reimer**  
Councillor - City of Vancouver



**"Collaborating with RADIUS is always a pleasure – we learn to push our own boundaries, challenge our values, and shift our perspectives. And we get stuff done! Thanks for being such great partners in building student programs in Ecuador, innovation lab programming for refugees and exploring so many other big ideas."**

**Shaheen Nanji**  
Director International Community Engagement - SFU International

# 5 Years of Impact

RADIUS has built a clear track record in advancing the goals of SFU and the Beedie School of Business, reflecting the mission and vision of *the leading engaged university* and a *business school committed to developing innovative and socially responsible leaders*.

**“In five years, RADIUS has amplified the spirit of high impact innovation running through SFU, created many replicable models for engaging communities for sustainable social good, and helped establish SFU as a recognized leader in positive change through entrepreneurship and innovation. They have created unique, replicable, highly-engaged educational experiences awakening the changemaker within our students, created meaningful research opportunities that benefit our community, supported now-thriving social ventures and become a recognized magnetic force powering open innovation within our ecosystem. Building on this momentum, I’m excited to see what the next five years will bring!”**

**Sarah Lubik**

Director of Entrepreneurship - Simon Fraser University

In our first 5 years, RADIUS has...

- Developed and delivered high impact, replicable education and training programs that are responsive to student and community needs;
- Engaged citizens and community stakeholders in open and collaborative innovation, developing solutions, building capacity and contributing critical social infrastructure;
- Generated and shared new models and knowledge widely with practitioners and problem solvers; and
- Built a powerful hub and network of social innovation activity and actors.

This section shares a snapshot of our work to date organized around...

1. Students, Education and Training
2. Community engagement, open innovation and social infrastructure,
3. Generating and mobilizing knowledge,
4. Advancing SFU as a leading university in social innovation and changemaking.

5 YEAR AGGREGATE OUTCOMES	2013-14 & 2014-15	2015-16	2016-17	2017-18	TOTAL
<b>SFU CHANGE LAB UNDERGRADUATE PROGRAM (&amp; SIMILAR)<sup>1</sup></b>					
Cohorts Delivered	4	1	2	3	<b>10</b>
~Participants Engaged	88	20	32	47	<b>180+</b>
<b>STUDENT SOCIAL INNOVATION PROJECTS FUNDED<sup>2</sup></b>					
Projects Funded (Pitches)	8 (21)	10 (30)	9 (30)	15 (47)	<b>39 (73)</b>
Total Funding Allocated	\$5,000	\$6320	\$8130	\$13075	<b>\$28,725</b>
<b>SFU STUDENT SOCIAL INNOVATION ACTIVATORS PROGRAM</b>					
Positions (Students Reached)	-	-	3 (450)	6 (1000)	<b>9 (1450)</b>
<b>GRADUATE STUDENT SOCIAL INNOVATION INTERNSHIPS</b>					
LEDlab/ECOTRUST (internships measured in 4 month units)	<sup>3</sup> 10 (8 students)	12 (8 students)	10 (5 students)	6 (3 students)	<b>38 (24 students)</b>
<b>RADIUS FELLOWSHIP PROGRAM</b>					
Cohorts Delivered	1	1	1	1	<b>4</b>
Participants (vs applied)	20 (76)	22 (46)	22 (69)	16 <sup>4</sup> (51)	<b>80 (245)</b>
<b>VENTURES &amp; LAB PROGRAMS<sup>5</sup></b>					
Cohorts Delivered	9	5	4	5	<b>23</b>
Ventures (Early/Growth Stage)	65 (53/12)	36 (29/7)	24 (24/0)	31 (25/6)	<b>156</b>
Entrepreneurs Impacted	~90	~54	~36	~45	<b>~235</b>
<b>ENGAGEMENT THROUGH WORKSHOPS, TRAINING &amp; EVENTS</b>					
Workshops (Participants)	15 (~210)	10 (~200)	11 (~250)	13 (~275)	<b>45+ (900+)</b>
RADIUS Public Events (Participants)	16 (~800)	12 (~500)	14 (~1200)	18 (~3000)	<b>60 (5000+)</b>
Hosted Partner Events at CCIC	-	-	20+	50+	<b>70+</b>
Total People Engaged	~1010	~700	~1450	~3275	<b>6000+</b>

<sup>1</sup> Includes Social Venture Accelerator undergraduate course in summer 2013 & 2014

<sup>2</sup> Includes the SFU Student Social Innovation Seed Fund, co-delivered with Embark Sustainability, and SFU Change Lab student project funding post program

<sup>3</sup> 10 MBA internships completed by 2014, pre-LEDlab. An intern may complete two 4-month internships.

<sup>4</sup> Indicates intentional reduction in cohort size for deeper connections and impact.

<sup>5</sup> These figures combine RADIUS Ventures and RADIUS Lab incubation cohorts to date.



# I. Students, Education & Training

SFU Change Lab Cohorts Delivered (# students / # venture concepts)	<b>10 (180+/50+)</b>
Student Projects Funded (Funding)	<b>39 (\$28,725)</b>
Social Innovation Activator Positions (Students Reached)	<b>9 (1,450)</b>
Full Time Graduate Student internships (LEDlab/ECOTRUST)	<b>38 (between 24 students)</b>
RADIUS Fellowship Cohorts (# participants)	<b>4 (80)</b>
Community Workshops and Training (# participants)	<b>49 (935)</b>

## CURRICULAR - SFU CHANGE LAB

Our core curricular focus has been stewarding and growing the SFU Change Lab model, first pioneered by the Faculty of Environment, and expanded to partnerships between Beedie and Health Sciences, CityStudio and Semester in Dialogue, and internationally with Impaqto Quito. Change Lab is a term length, 'heads, hands and heart', interdisciplinary program that challenges students to deeply understand a social problem and build and test social venture responses, in collaboration with partners such as the City of Surrey and Fraser Health. Over 180 students have developed 50+ social venture concepts in the last 5+ years. We have recently begun working with SFU Teaching and Learning Centre to invest in enhanced replicability of the model and to support others who would like to learn how to deliver all or components of the model.

**"I not only learned so much out of this class, but also from the people in it. This course really fosters a community of students who are just as competitive and hardworking as they are eager and willing to help...I also felt a sense of pride when helping others and offering my tidbits of knowledge. I loved how non-static everyone was as well, growing and struggling alongside me."**

**~Health Change Lab student**

We also experimented with two Social Venture Accelerator undergraduate cohorts for students with existing ideas, invested in supporting integration of social innovation in the Charles Chang Certificate and other courses, and advised and helped design other social innovation offerings at SFU.

<sup>6</sup> 10 MBA internships completed by 2014, pre-LEDlab. An intern may complete two 4-month internships.

## CO-CURRICULAR PROGRAMS

RADIUS has also developed a rich ecosystem of student co-curricular opportunities, including paid graduate internships, student project funding, the RADIUS Fellowship, competitions, and paid student leadership positions in social innovation. Highlights include...

- 38 FT, paid graduate student internships to 24 students (Approx. \$400,000 paid).
- 9 student "Activators", paid over \$25,000 total to understand and activate demand for changemaking programming at SFU, reaching nearly 1500 students to date (in partnership with the Charles Chang Institute for Entrepreneurship and Venture Connection).
- Over 300 students in free social innovation/entrepreneurship workshops on campus
- Leading SFU's winning entry in the 2017 Oxford Challenge, and hosting the 2018 Nationals, which welcomed 14 schools to SFU, and where SFU was again selected as one of 3 Canadian schools to move on the global round in Oxford (both w/ Student Engagement & Retention).
- Annual access for 5-10 SFU students and recent alumni in RADIUS Fellowship.

## COMMUNITY TRAINING & EDUCATION

RADIUS works closely with dozens of community partners and has delivered many training and development workshops and longer form programs, ranging from our annual Fellowship program for emerging social innovators, to one-day workshops for community or organizational partners. Highlights include:

- Establishing the RADIUS Fellowship Program at SFU as a flagship training and network development program for 80 emerging regional social innovation leaders to date. This is becoming a powerful regional network.

**"[The RADIUS Fellowship] was a truly constructive experience for me - building me up from the inside out - creating a community around me in which I felt empowered to practice the types of powerful personal growth that will allow me to prosper on my path to becoming an even more radical doer."**

~ 2016 RADIUS Fellow

- Developing social innovation training workshops with over 600 participants to date, including an annual full day session for the City of Surrey's internal emerging leader program, a well received 2017 DTES social innovation workshop series, and a 2018 social innovation workshops for refugee service providers and community in Surrey.

**"This workshop provided really tangible ways to incorporate social innovation into my role as CSR manager."**

~ Surrey Emerging Leaders Cohort Participant





## 2. Open Innovation & Social Infrastructure

RADIUS has been an important access point and hub for external organizations to engage with Beedie and SFU in proactive, solutions oriented ways. We are a responsive and dynamic centre for shared learning and problem solving, and a concrete example of SFU's commitment to being a critical contribution to the social infrastructure of our surrounding communities.

RADIUS has partnered with dozens of external stakeholders from community organizations, foundations, private sector partners and government to develop new models of community-university partnership, aimed at addressing complex socio-economic challenges.

Our primary avenues have been our RADIUS Ventures (including our development and management of the RBC First People's Enterprise Accelerator Program, and RADIUS Lab programs (primarily the Local Economic Development Lab to date, with several new programs launching in 2018), as well as a robust and accessible schedule of events and workshops. These two vehicles have now been combined in a new organizational structure focused on entrepreneurship in service of systems change going forward.

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Total People Engaged	1010	700	1450	3275	<b>6400+</b>

# RADIUS VENTURES



Regularly asked to advise others, RADIUS Ventures is seen as a leader in social venture incubation programs. Since 2013 we have...

- worked with 150+ social ventures (including the 11 concepts supported in the LEDlab) and
- supported 200+ founders, all exploring innovative responses to social, environmental and economic challenges in our communities
- partnered deeply through SFU's 'RBC First Peoples Enterprise Accelerator Program', establishing trusting relationships with First Nations partners
- delivered cohorts in Alert Bay working with Reconciliation Canada and with Sto:lo Community Futures, where we have also entered into a three year agreement to deliver multiple cohorts per year.

**"RADIUS' Slingshot program helped us distil our business to its core. When we started, we felt like we were just barely staying afloat. Coming out of it, we've found a focus on our business model's drivers and have become much more investment-ready. Would definitely recommend to any entrepreneur looking to put wind in their sails."**

**Michael Steele**  
Co-Founder - The Good Stuff

## RADIUS LAB



The RADIUS Lab methodology has been carefully refined through the highly successful Local Economic Development Lab (LEDlab) in the Downtown Eastside, in partnership with with Ecotrust Canada. Over three years, LEDlab has...

- helped test and incubate 11 social enterprises and innovative social service innovations,
- delivered 281+ hours of facilitation and strategic support to umbrella organizations such as Urban Core and Exchange Inner City,
- engaged 60+ civic and government stakeholders to collaborate for systemic change, and
- provided over 1000 person hours of workshop training in social enterprise development, social innovation and systems change.

**“Ecotrust Canada’s partnership with RADIUS SFU has leveraged the strengths of both organizations to create entirely new models for action, knowledge development and real world impact. Building capacity in students and community, I believe their work creates critical linkages to authentically engage the university in complex problems with community.”**

**Jean Pogge**  
President and CEO - Ecotrust Canada

LEDlab has also supported two public policy research projects that have informed advocacy and policy development efforts including the CED Strategy’s core organizing principle of the ‘Income Generating Continuum’ and more recently, the Poverty Reduction Strategy consultations.

The model has been of great interest to others in the sector and shared widely through presentations, webinars and a constant commitment to publishing what we’re learning. Ecotrust is replicating the model in their North Coast Innovation Lab. RADIUS is launching major new Health Promotion, Refugee Livelihood and Future of Work labs over the course of 2018.

### 3. Networks, Events & Community Engagement



In addition we have been an incredibly active site of engagement with community:

- hosting 60+ events for over 5500 people, including sold out gatherings for renowned speakers such as Adam Kahane and Daniela Papi-Thornton
- seeing 3500+ people utilize the Charles Chang Innovation Centre under our management since full operations began in spring 2017
- collaborating with community to enable 70+ additional gatherings and events through our and Beedie spaces
- Maintaining an active and widely followed social media presence (over 5000 ppl across twitter, fb, instagram and newsletter).

RADIUS works with a wide variety of internal and external partners to create and deliver training, education and social innovation lab programs. Externally, we have worked with over 50 partners in government, foundation, business, community organizations, and various key social innovation and social change networks, including around specific areas of inquiry in RADIUS Lab programming.

**"RADIUS stepped up big time for C2UExpo 2017 - For the Common Good. Delegates from around the world had a great time - and learned a lot - as RADIUS convened a Failure Wake in Vancouver. Through this engaging RADIUS event practitioners feel empowered to 'tell it like it is' without fear of being judged. One delegate said: 'I really didn't feel like coming out tonight, but I'm sure glad I did. The Failure Wake was a real highlight for me.' Beyond this, I can't say enough about how the RADIUS staff conduct themselves and their value building partnerships and programming in Surrey."**

**Stephen Dooley**  
Executive Director - SFU Surrey

RADIUS helps establish and maintain SFU as a key social innovation network node, including...

- significant contributions and partnerships in the McConnell Foundation RECODE program and network
- active participation in the Ashoka Changemaker Campus network going back to 2013, and more recent contributions to secure SFU's 2017 designation as one of 40+ international schools recognized by Ashoka U
- contributing to various BC networks including BC Partners for Social Impact and current discussions about the next phase of a national social innovation network, with key nodes in BC

Internally we maintain working relationships with over twenty SFU units or departments around programming for SFU students, alumni and community. Examples include the following:

- SFU International partnered with us to explore innovative responses to refugee issues, leading to the creation of the Surrey Refugee Livelihood Lab among other activities
- We have partnered significantly on multiple Public Square Community Summits, including a 2 day innovation workshop with 50+ national future of work experts in Feb 2018.
- We played a significant role in supporting the 2017 C2U Expo at SFU, and similarly support SFU Surrey's contribution to the Surrey Social Innovation Summit every year.

**"ReframeWork did a very good job of helping us shift our understanding of the the future of work and connected the network in a thoughtful way. As a result of this gathering, the people who came together can help support each other in their work."**

**Jeremy Higgs**  
Chief Labour Market Economist - Government of BC

## NETWORKS & CONNECTIONS

The below provide a sample of the organizations, people and departments we have worked with in meaningful ways over the past 5 years:

Beedie School of Business	<ul style="list-style-type: none"> <li>- E&amp;I Area including contributions to integration social innovation throughout, GEM program, BUS 238 development</li> <li>- CCIE advisory board</li> <li>- Grad/GDBA, Exec Ed</li> <li>- Marcomm, Advancement, etc.</li> </ul>
Other Faculties/ Departments	<ul style="list-style-type: none"> <li>- HSCI (Change Lab &amp; Advising Surrey SI Strat)</li> <li>- FCAT (exploring lab collaborations)</li> <li>- ENV (Change Lab)</li> <li>- Dialogue/CityStudio (Change Lab)</li> <li>- Continuing Studies (advising Social Innovation Certificate)</li> <li>- FASS (exploring Change Lab)</li> <li>- MEd Arts for Social Change (advisor and guest)</li> <li>- SFU Change Lab has students from virtually every faculty</li> </ul>
Other SFU	<ul style="list-style-type: none"> <li>- SFU International (Ecuador &amp; Refugee Innovation Programs)</li> <li>- Public Square Community Summits, C2U Expo</li> <li>- SFU Van, SFU Surrey (Change Lab, SI Summit, City changemaker hub)</li> <li>- Sust. Office, Student Engagement &amp; Retention, TLC, Library</li> <li>- Alumni Association</li> <li>- Incubation (Venture Connection, VentureLabs)</li> <li>- Student orgs (Embark, Enactus, etc)</li> </ul>
Government funding and engagements	<ul style="list-style-type: none"> <li>- Federal<sup>7</sup> (IRCC, PHAC, ESDC, Policy Horizons, WD)</li> <li>- Provincial (SDPR, Labour Market, WorkBC, SDSI, SDPR, etc.)</li> <li>- Municipal (City of Vancouver, City of Surrey)</li> <li>- Fraser Health (Change Lab), VEC (various)</li> <li>- First Nations (Sto:lo, Alert Bay, other)</li> </ul>
Community/ Private Sector	<p>Reconciliation Canada, Ecotrust Canada, Vancity, RBC, BDC, McConnell Foundation, Vancouver Foundation, 312 Main, Surrey LIP, Burnaby Community Services, Binners Project, Urban Core, Hastings Crossing BIA, Vesta Properties, Scott Shaw, Social Capital Partners, MaRS, Innoweave, Centre for Social Innovation, Shaw Communications, Vancity Community Foundation and many more.</p>
Regional/Global Networks	<p>Cities Changing Diabetes, RECODE (18 affiliated CDN universities), SVI, Skoll World Forum, SOCAP, Ashoka U, Banff Forum, Balle Fellows, Opportunity Collaboration, BCPSI, etc.</p>

<sup>7</sup>In varying stages of development, or event based engagements.





## 4. Generating and Mobilizing Knowledge

RADIUS is building a significant expertise around social innovation process and theory, economic transformation, and subject and context specific knowledge around focus areas including inner city economic development, healthy communities, refugee economic opportunity, the future of work, and entrepreneurial ecosystems for Indigenous citizen entrepreneurs.

Our human-centered design research approach means that collectively our program teams, ventures, students, and other projects engage with thousands of Canadian customers/users annually. The learning from these engagements is used to iterate and reform groundbreaking ideas for social change, as well as deepen our impact within cohort programs. Insights and learning from this experimentation and practice are increasingly being captured through rigorous developmental evaluation processes and shared within and outside of the organization. As we renew and increase our commitment to documenting and sharing what we learn, what works, and possible pitfalls, we are producing case studies, reports, webinars, infographics and other products, supporting an ecosystem of actors to learn together, and mobilizing this knowledge in service of society.

### RECENT CONTENT-RELATED KNOWLEDGE PRODUCTS

- LEDlab Pathways out of Poverty: Social Hiring and Income Assistance
- Sto:lo Entrepreneurial Ecosystem Assessment
- Potluck Case Social Enterprise Study with Trico Charitable Foundation
- 6 LEDlab graduate students have based their Master's research projects on their internships with LEDlab
- Ecotrust & RADIUS report on Social Impact Bonds and housing
- Coming soon: Future of Work Lab Challenge Brief & ReframeWork Report and Refugee Livelihood Lab Challenge Brief & Social Research and Design Outcomes Report

### RECENT METHODOLOGY-RELATED KNOWLEDGE PRODUCTS

- LEDlab webinars, Field Guide, guest blogs and 30+ conference presentations
- Ventures methodology, Ecuador and LEAP model
- Working with TLC to document and replicate Change Lab model more effectively
- A workshop on network mapping for impact assessment drawing on our experimentation with this approach in the RADIUS Fellowship, engaging multiple SFU staff and faculty, and external partners
- Coming soon: Entrepreneurship in Service of systems Change Methodology Guide

Lastly, RADIUS contributes significantly to the social innovation sector, emerging as a leader and trusted partner in thought and practice. We continue to refine and improve our methodology, curriculum and models, and we default to transparently sharing what we know to help advance the field.

### PRESENTATIONS AND SPEAKING ENGAGEMENTS

RADIUS staff have conservatively presented over 25 conference related panels, talks and workshops, and we are regularly looking for opportunities to engage with communities of practice to share our learning and advance knowledge in social innovation, particularly as connected to university contexts. We have participated as contributors in various other forms in over 75 conferences and learning events representing SFU.



**"RADIUS SFU programs like the undergraduate Change Lab, RADIUS Fellowship and Local Economic Development Lab represent some of the most impressive programs in the Changemaker Campus network, which is itself a collection of exemplars in the field. We're proud to work with SFU and impressed by the investment in RADIUS as a key part of SFU and Canada's changemaking infrastructure."**

**Marina Kim**  
Co-Founder - Ashoka U

**"RADIUS has been an important partner in building connections between SFU and the City of Surrey, including working to establish an exciting new Refugee Livelihood Lab for the region, contributing regularly to our growing Surrey Social Innovation Summit, and helping launch and grow Surrey's Health Change Lab undergraduate program."**

**Aileen Murphy**  
Senior Social Planner - City of Surrey

**"I'm grateful for the chance collaborate with RADIUS and open doors for Health Science undergraduate students interested in exploring social innovation and how it relates to health! We've done some amazing work together including building Health Change Lab in Surrey, and working with RADIUS has influenced my work broadly at SFU."**

**Paola Ardiles**  
Lecturer - Faculty of Health Sciences &  
Champion - SFU Social Innovation and Health



**"ReframeWork did a very good job of helping us shift our understanding of the the future of work and connected the network in a thoughtful way. As a result of this gathering, the people who came together can help support each other in their work."**

**Jeremy Higgs**

Chief Labour Market Economist - Government of BC

***"One of the most exciting things about doing an MBA at Beedie was the ability to work with RADIUS on various projects, including becoming a member of the RADIUS Fellowship cohort, engaging RADIUS in the MBA cohort and events, and even doing a short consulting contract with them. RADIUS is an incredible part of Beedie's offering and has opened up many opportunities for me."***

**Mervyn Mabini**

Alumni - Beedie MBA  
2017 RADIUS Fellow

***"I was attracted to SFU and Beedie because I knew I wanted to study and work in social entrepreneurship with RADIUS SFU. I participated in the LEDLab program as a graduate student and was hired to work by my internship supervisor. I've shared an office with RADIUS in the Charles Chang Innovation Centre for the past two years and am so happy to have found this community."***

**Anna Migicovsky**

Alumni - Beedie MBA, LEDlab  
RADIUS Community Member

