



**RADIUS**

# 5 YEARS OF IMPACT





# RADIUS

A Social  
Innovation Hub

## 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 to advance social innovation and entrepreneurship with students and community, RADIUS, Beedie and SFU have emerged as recognized national leaders. Our work is widely held up as an exemplar for other universities, and this report shares highlights of these results tracked to core institutional goals.

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 of 18 Canadian institutions in the McConnell Foundation's RECODE network, and over 40 international institutions in the Ashoka Changemaker Campus network. Social venture incubation programs abound, while the sector is asking harder questions about impact, the role of universities and the need to take on a more systemic outlook. As a result of our own learning and efforts to remain on the leading edge of this work we are rolling out a new “Entrepreneurship in Service of Systems Change” strategy, leaning into the unique opportunity to integrate expertise in entrepreneurship, social innovation, and education to build a world class hub of learning and doing.

We are very proud of what we have accomplished to date and even more excited about what the future holds. We could not have gotten this far without the support of so many of you reading this, and we invite you to join us on this next stage of our shared work to build a more just, sustainable, dynamic, and resilient economy for all.

With appreciation,

**Shawn Smith**  
Director, RADIUS  
Beedie School of Business  
Simon Fraser University



“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



“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

“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*



“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 its contributions.”

~ Andrea Reimer

*Councillor - City of Vancouver*

# 5 YEARS OF IMPACT

RADIUS has built a clear track record driving outcomes that reflect the mission and vision of Canada's engaged university and a business school committed to developing innovative and socially responsible leaders.

In our first five years, RADIUS has...

- Developed and delivered high impact, replicable education and training programs that are responsive to student and community needs;
- Engaged citizens, business, government, 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;
- Contributed strongly to SFU social innovation strategy, capacity and reputation; and
- Built a powerful hub and network of social innovation activity and actors.

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

1. Students, education, and training;
2. RADIUS as a social innovation lab and venture incubator;
3. Generating and mobilizing knowledge; and
4. Networks, events, and engagement.

“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  
Lecturer, Entrepreneurship & Innovation - Beedie School of Business*

5 YEAR AGGREGATE OUTCOMES	2013-14 and 2014-15	2015-16	2016-17	2017-18	TOTAL
<b>SFU CHANGE LAB UNDERGRADUATE PROGRAM (AND SIMILAR)<sup>1</sup></b>					
Cohorts Delivered	4	1	2	3	<b>10</b>
~Participants Engaged	88	20	32	47	<b>187</b>
<b>STUDENT SOCIAL INNOVATION PROJECTS FUNDED<sup>2</sup></b>					
Projects Funded (Pitches)	8 (21)	10 (30)	9 (30)	15 (47)	<b>42 (128)</b>
Total Funding Allocated	\$5,000	\$6,320	\$8,130	\$13,075	<b>\$32,525</b>
<b>SFU STUDENT SOCIAL INNOVATION ACTIVATORS PROGRAM</b>					
Paid Positions (Students Reached)	-	-	3 (450)	6 (1,000)	<b>9 (1,450)</b>
<b>PAID, FULL-TIME GRADUATE STUDENT SOCIAL INNOVATION INTERNSHIPS<sup>3</sup></b>					
LEDlab/Ecotrust Internships (Students)	10 (8)	12 (8)	10 (5)	6 (3)	<b>38 (24)</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 (242)</b>
<b>VENTURES AND LAB PROGRAMS<sup>5</sup></b>					
Cohorts Delivered	9	5	4	5	<b>23</b>
Ventures (Entrepreneurs)	65 (90)	36 (54)	24 (36)	31 (45)	<b>225 (156)</b>
<b>ENGAGEMENT THROUGH WORKSHOPS, TRAINING AND EVENTS</b>					
Workshops (~Participants)	15 (210)	10 (200)	11 (250)	13 (275)	<b>49 (900+)</b>
RADIUS Public Events (~Participants)	16 (800)	12 (500)	14 (1,200)	18 (3,000)	<b>60 (5,000+)</b>
Partner Events at CCIC (~Participants)	-	-	20 (300)	50 (750)	<b>70 (1,050+)</b>
~Total Participants Engaged	1,010	700	1,750	4,000	<b>7,500+</b>

1 Includes Social Venture Accelerator undergraduate course in summer 2013 & 2014

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

3 10 MBA internships completed by 2014, pre-LEDlab. An intern may complete up to two 4-month internships.

4 Indicates intentional reduction in cohort size for deeper connections and impact.

5 These figures combine RADIUS Ventures and RADIUS Lab incubation cohorts to date.

# 1. STUDENTS, EDUCATION, AND TRAINING

SFU Change Lab Cohorts Delivered (# students / # venture concepts)	10 (187/50+)
Student Projects Funded (funding)	42 (\$32,525)
Social Innovation Activator Positions (# students reached)	9 (1450)
Full Time Graduate Student Internships - LEDlab/ECOTRUST (# students)	38 (24)
RADIUS Fellowship Cohorts (# participants)	4 (80)
Community Workshops and Training (# participants)	49 (935)

## 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, then 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. 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.

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 multiple other social innovation offerings at SFU.

“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.”

~ Change Lab student



## CURRICULAR PROGRAMS

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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 full-time, paid graduate student internships (approximately \$400,000 paid).
- 9 student “Activators”, paid to understand and activate demand for changemaking programming at SFU, reaching nearly 1,500 students to date (in partnership with the Charles Chang Institute for Entrepreneurship and Venture Connection).
- Engaging over 300 students in introductory social innovation/entrepreneurship workshops on campus.
- Leading SFU’s 2017 (1st place) and 2018 entries (3rd place) in the international “Map the System Challenge” hosted by the University of Oxford. RADIUS also co-hosted the 2018 Nationals at SFU for 14 Canadian schools (all in partnership with SFU Student Engagement and Retention).
- Annual access to the RADIUS Fellowship for 5-10 SFU students and recent alumni.

## COMMUNITY TRAINING AND EDUCATION

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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. The Fellowship is an intensive four-month experience during which participants develop personally and professionally, as well as connect with the broader social innovation ecosystem. The community of past and present RADIUS Fellows is becoming a powerful regional network and includes approximately 50% SFU students and alumni.

“[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

- Delivering social innovation training workshops with over 900 participants, with examples such as an annual full-day session for the City of Surrey’s internal emerging leader program, a well-received DTES social innovation workshop series with funders and community leaders, and workshops for refugee service providers in Surrey.

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

~ City of Surrey Emerging Leaders Cohort Participant



## 2. SOCIAL INNOVATION LAB AND VENTURE INCUBATOR

RADIUS is recognized regionally, nationally, and internationally as a leader in social innovation lab and venture incubation practices. As an important hub of open innovation at Beedie and SFU, we work with internal and external stakeholders in proactive, solutions-oriented ways. We are a responsive and dynamic centre for shared learning and problem-solving, and a concrete example of university as social infrastructure in our surrounding communities. RADIUS has partnered with dozens of external stakeholders from community organizations, foundations, private-sector partners, and governments to develop new models of community-university partnership, aimed at addressing complex socio-economic challenges.

Our primary avenues have been our RADIUS Ventures programs (including our management of the RBC First People's Enterprise Accelerator Program) and RADIUS Lab. These two vehicles have now been combined in a new organizational structure focused on entrepreneurship in service of systems change, with every incubation cohort recruited around lab focus areas that include inner city economic development refugee livelihoods, chronic disease prevention, Indigenous entrepreneurship, and the future of work.

5 YEAR AGGREGATE OUTCOMES	2013-14 and 2014-15	2015-16	2016-17	2017-18	TOTAL
<b>VENTURES and LAB PROGRAMS</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>225</b>



## SOCIAL VENTURE INCUBATION



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

- Worked with 156 social ventures, including many SFU students and alumni;
- Supported 225 founders, all exploring innovative responses to social, environmental, and economic challenges in our communities;
- Partnered through SFU's 'RBC First Peoples Enterprise Accelerator Program', establishing trusting relationships with First Nations partners; and
- Delivered cohorts in Alert Bay with Reconciliation Canada and in S'olh Temexw, the traditional territory of the Stó:lō people, in partnership with Stó:lō Community Futures through a new three-year agreement to deliver multiple cohorts per year.

“RADIUS’ Slingshot program has changed our business in the most incredible ways. Going through the program, we realized we had the right ideas before but were not executing efficiently. With good guidance and structure from RADIUS, we created online campaigns that both were cost and time effective for us and had a larger impact for our clients.

”

~ Shyam Valera  
Co-Founder - Dunya Media  
SFU Health Sciences Alumni

## SOCIAL INNOVATION LAB



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

- Helped test and incubate 11 social enterprises and social service innovations;
- Delivered 280+ 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;
- Provided over 1,000 person hours of workshop training in social enterprise development, social innovation, and systems change; and
- Created 28 four-month, paid, full-time internship opportunities for graduate students.

“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 & CEO - Ecotrust Canada

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

The model has been of great interest to others and shared widely through presentations, webinars, and a constant commitment to publishing what we are 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. GENERATING AND MOBILIZING KNOWLEDGE

RADIUS has built significant expertise around social innovation process and theory, economic transformation, and context-specific knowledge pertaining to various focus areas; these include 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 team, students, and other program participants engage thousands of Canadian customers and users annually. The learning from these engagements is used to iterate and reform groundbreaking ideas for social change, and to continue to evolve our sector leading practice and theory. Insights and learning from this experimentation are increasingly being captured through rigorous developmental evaluation processes and shared. As we increase our commitment to documenting and sharing what we learn 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 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 and RADIUS report on Social Impact Bonds and housing
- Future of Work Lab ReframeWork Report
- Refugee Livelihood Lab Challenge Brief and Social Research and Design Outcomes Report





## RECENT METHODOLOGY-RELATED KNOWLEDGE PRODUCTS

- LEDlab Field Guide and related guest blogs, presentations, and webinars
- Ventures program guides (Trampoline replicated with Ecuador partners and regionally with LEAP program)
- 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 as well as external partners
- Coming soon: Entrepreneurship in Service of Systems Change Methodology Guide

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.



## CONFERENCES, PRESENTATIONS, AND SPEAKING

RADIUS staff have conservatively...

- Presented over 25 conference panels, talks, and workshops, and regularly seek opportunities to engage with “communities of practice” to share our learning and advance knowledge in social innovation, particularly as it is connected to university contexts;
- Participated as contributors in over 75 conferences and learning events representing SFU; and
- Hosted several significant multi-day workshops and conferences to share learning and catalyze new expert networks around subjects such as the future of education (Re-School), the future of work (ReframeWork), social innovation lab practice (CONVERGE) and more, establishing ourselves as go-to convenors of Canadian communities of knowledge and practice.

“ReframeWork did a very good job of helping us shift our understanding of 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

## 4. NETWORKS, EVENTS, AND ENGAGEMENT



We have been an incredibly active site of engagement with community. Highlights include...

- Hosting 60+ events for over 5,500 people, including sold out gatherings for renowned speakers such as Adam Kahane and Daniela Papi-Thornton;
- Seeing 3,500+ 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 CCIC and other Beedie spaces, engaging an estimated further 1,500 people; and
- Maintaining an active and widely followed social media presence (over 5,000 people across Twitter, Facebook, 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 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 as Changemaker Campuses; and
- By 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 20 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 February 2018; and
- We played a significant role in supporting the 2017 C2U Expo – For the Common Good at SFU, and similarly support SFU Surrey's contribution to the Surrey Social Innovation Summit every year.

“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, and delegates noted the event as a real highlight. 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

“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 & Health

“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

“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

“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