



Deepening & Sharing Equity-Centred Support for Racialized Newcomers by RADIUS

Final Evaluation & Learning Report

March 2025

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FSC is a forward-thinking centre for research and collaboration dedicated to preparing Canadians for employment success. We believe Canadians should feel confident about the skills they have to succeed in a changing workforce. As a pan-Canadian community, we are collaborating to rigorously identify, test, measure, and share innovative approaches to assessing and developing the skills Canadians need to thrive in the days and years ahead. The Future Skills Centre was founded by a consortium whose members are Toronto Metropolitan University, Blueprint ADE, and Signal49 Research.

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EXECUTIVE SUMMARY

Project Objectives, Activities and Anticipated Outcomes

RADIUS, based at Simon Fraser University's Beedie School of Business delivers equity-centered programming that supports Black, Indigenous, and People of Colour (BIPOC) innovators, with a focus on newcomers, who make up a significant portion of its 200+ alumni. These programs are designed to address the unique barriers faced by racialized and newcomer communities in advancing their innovations for authentic integration and prosperity. Through initiatives led by individuals with lived experience, RADIUS has observed the challenges newcomers face in scaling their ideas and gaining broader adoption. This highlights the urgent need for tailored, equity-centered support services that consider the lived realities of racialized and newcomer populations, particularly in navigating financial opportunities to grow their organizations and initiatives.

Building on success stories and lessons learned from the 2023 Future Skills Centre (FSC) funded project *Reimagining Equity-Centred Support for Racialized Changemakers in Metro Vancouver*, which engaged more than 100 community members to co-design an Equity-Centred Accelerator curriculum and pilot the BUILD program, this 2024 project aimed to demonstrate how equity-centered support for newcomer innovators can contribute to Canada's social economy.

The project objectives were to: 1) create and share a documentary featuring interviews with RADIUS staff and footage from prior FSC-funded events to equip organizations and social innovators with strategies for implementing equity-centered approaches supporting newcomer innovators; and 2) deliver a social innovation concierge service to connect racialized newcomer entrepreneurs with tailored resources. Anticipated outcomes included heightened awareness among documentary viewers of equity-centered strategies and improved knowledge and satisfaction among concierge service participants regarding entrepreneurial support.

Methodology

The Social Research and Demonstration Corporation (SRDC) was contracted by FSC as the evaluation and learning partner for this project. The mixed-methods evaluation consisted of in-depth interviews (n=5), surveys (n=5) and a focus group (n=7), as well as review of administrative data from the social innovation concierge service (n=58). Analysis of social media outreach metrics was a planned data collection activity, but the timing of the documentary's release on social media prevented this data from being collected and included in the evaluation report.

Outcomes and Findings

Between April to September 2024, RADIUS provided concierge services to at least 58 people and completed, launched and disseminated the documentary on its website as well as during an in-person viewing event. Key findings from the evaluation are presented below:

Evaluation Category	Evaluation Findings
Documentary	<ul style="list-style-type: none"> ▪ Documentaries can be an effective way to increase awareness of equity-centered support services for newcomers; ▪ The RADIUS documentary was successful in inspiring community members and demonstrated some of the values of a human-centered approach; ▪ Documentaries or storytelling may help to inspire service providers to include sound equity practices to ultimately improve newcomers' livelihoods; and ▪ Future knowledge mobilization efforts could benefit from concrete examples of the challenges to implementing equity-centered design and strategies used to overcome.
Concierge Service	<ul style="list-style-type: none"> ▪ One-on-one in-person and phone support helps facilitate a personal connection that participants perceived to be one of the most beneficial aspects of the service; ▪ Individualized supports ensured that recipients were able to access exactly the services needed; ▪ Personal connections allowed for mentoring or coaching relationships to be formed; ▪ Ongoing support for staff providing these services was observed as being important; and ▪ Further clarity on the scope of services, including limitations of services available, would help market the service in future outreach.

Recommendations, Implications, and Next Steps

This project has provided promising findings for the role of documentaries in raising awareness and inspiring equity centred practices for newcomers, with the RADIUS documentary showcasing a human-centered approach. Additionally, the Social Innovation Concierge Service highlights the value of personalized support and strong mentor-mentee relationships, and the importance of continued support for staff to offer these services.

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INTRODUCTION

PROJECT OBJECTIVES

Evidence obtained through engagement with Indigenous, Black and racialized newcomer entrepreneurs, leaders, and community organizations regionally and nationally consistently describes a significant lack of safe and supportive spaces for entrepreneurs and innovators from these communities. Few program offerings are created/co-created and led/co-led by leaders and innovators from Indigenous, Black, or racialized communities and a very small percentage of venture funding goes to these founders and organizations (Heidrick & Nicol, 2002).

RADIUS is a social innovation hub based at Simon Fraser University's Beedie School of Business, in Vancouver, BC. RADIUS offers a wide range of equity centered programming, primarily working alongside Black, Indigenous and People of Colour (BIPOC), supporting their journeys towards innovation. Many of RADIUS' 200+ alumni identify as newcomers. RADIUS has witnessed how newcomer innovations designed to accelerate their own ideas for authentic integration and prosperity (led, informed, and built for and by newcomers with lived experience) have faced barriers to growth and broader adoption.

There is a real need for an equity centered and tailored suite of support services that account for racialized and newcomers' lived realities and navigation of financial opportunities to help scale their own organizations and initiatives. This project builds on success stories and lessons learned gathered in the 2023 Future Skills Centre (FSC) funded project, entitled *Reimagining Equity-Centred Support for Racialized Changemakers in Metro Vancouver*, where RADIUS connected with more than 100 community members to co-design an Equity-Centred Accelerator curriculum and deliver a pilot program entitled *BUILD*.

The stated aim of this 2024 project was to demonstrate how the provision of equity-centered support to newcomer innovators can foster Canada's social economy development. RADIUS leadership use "equity-centred" to describe how they ground their programming in the lived experiences of newcomers and how they redistribute wealth, power, and stewardship to historically and persistently marginalized communities. RADIUS's Equity-Centered Accelerator targets Indigenous, Black, newcomer, and racialized people, while the Refugee Livelihood Lab targets migrant and displaced people. This project targeted primarily newcomers across these programs, though multiple population groups were served.

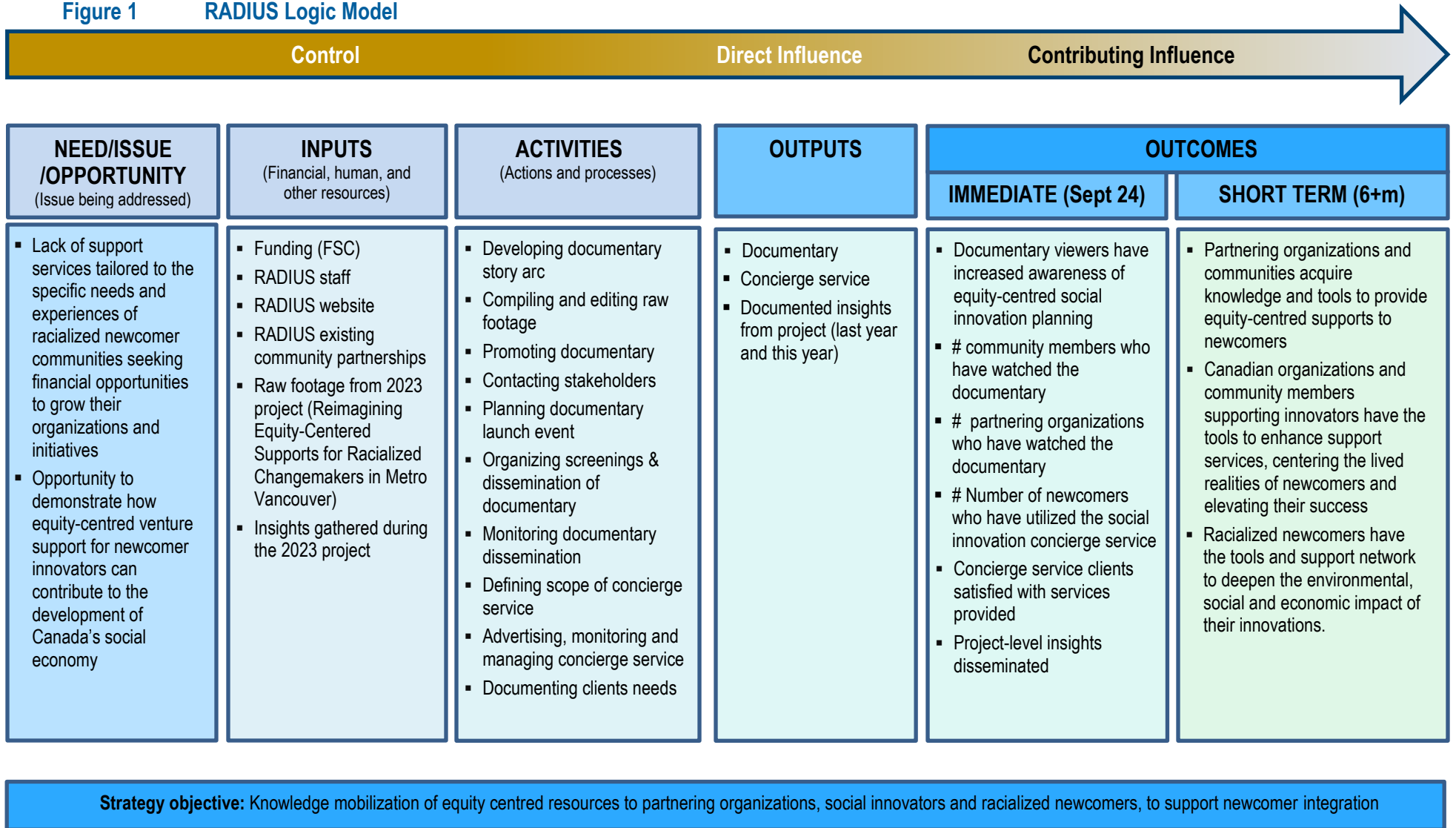
This project had two primary objectives:

1. The creation and dissemination of a documentary based on interviews with RADIUS staff and footage from “*Reimagining Equity-Centred Supports for Racialized Changemakers in Metro Vancouver*” events. Through this vehicle, RADIUS aimed to equip a minimum of 10 partnering organizations and 300 social innovators/community members with the knowledge to roll out their own equity-centred strategies to support newcomer innovators.
2. The implementation of a social innovation concierge service, which would facilitate access to resources tailored for racialized newcomers. By September 30th, 2024, RADIUS’s goal was to support 50 newcomers in deepening and/or accelerating the environmental, social, and economic impact of their innovations through this service.

THEORY OF CHANGE

The “Theory of Change” or “Logic Model” used in this project describes the relationships between project inputs, activities, outputs and immediate and short-term outcomes, to address the issues of focus. They present the changes the project is trying to bring about and describe the pathways by which the project interventions are assumed to bring about this change. The RADIUS Logic Model is presented in Figure 1.

Figure 1 RADIUS Logic Model



METHODOLOGY

OVERVIEW OF RESEARCH QUESTIONS AND APPROACH

The aim of this project was to demonstrate how the provision of equity-centered support to newcomer innovators can foster Canada's social economy development. As discussed above, two different initiatives at RADIUS were supported through this project: 1) the creation and dissemination of a documentary that could increase the knowledge and strategies partnering organizations and innovators/community members need to roll out their own equity-centered strategies; and 2) implementation of a Social Innovation Concierge Service that could provide social innovation support for racialized and newcomer entrepreneurs. Three overarching learning and evaluation questions were created to guide project activities:

1. *How can we increase awareness of equity-centered support services for newcomers?*
2. *How can we equip service providers to include sound equity practices to ultimately improve newcomers' livelihoods?*
3. *What specific RADIUS practices increase the success of newcomer innovations?*

RADIUS' Equity, Diversity, Inclusion, & Reconciliation (EDI&R) framework and strategy is based on the Equity-Centred Design framework, which was originally created through a National Equity Project in 2016 and 2017 at the Stanford school's K12 Lab.¹ It uses design-based thinking to support meaningful and transformative change. Typically, design thinking is organized into five phases (e.g., Empathize, Define, Ideate, Prototype, and Test); however, the project adapted the framework to add two added additional phases (i.e., Notice and Reflect) to create a seven-part framework (see Figure 2 below):

- **Notice Phase:** engagement in practices and reflection that help recognize bias and power dynamics within a given situation or context and how they impact end-users;
- **Empathy Phase:** research and collaborative practices that helps deepen understanding of the experiences, perspectives, and needs of end-users;

¹ For more information, see: Anaissie, T., Wise, S., Malarkey, T., Clifford, D., & Cary, V. (2017, April 27). Liberatory design. Stanford d.school. Retrieved from <https://dschool.stanford.edu/resources-collections/liberatory-design>

- **Define Phase:** development of a point of view that helps define the end-users needs, such as user-journey of concept maps;
- **Ideate Phase:** creation of solutions to address one or more challenges identified in earlier phases;
- **Prototype Phase:** iterative development of solutions identified to address the challenge(s);
- **Test Phase:** generating feedback and ideas—typically from end-users themselves—that help improve the solution(s) identified and developed; and
- **Reflect Phase:** meaningful reflection that involves observing and analyzing the design process to-date and the degree to which it creates impact and change for the end user.

Figure 2 Equity-centred design framework

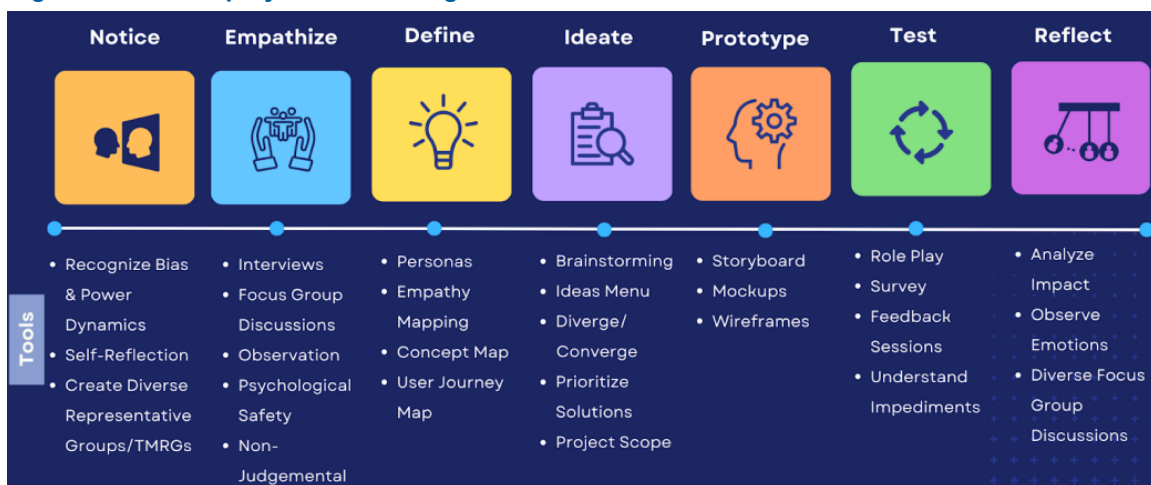


Image created by Pal, A. (2023). [Liberatory design thinking for equity-centered instructional design: A systems thinking analysis](#). *The Journal of Applied Instructional Design*, 12(2), 101-113.

This framework influenced both the development of the Social Innovation Concierge Service and the documentary, and therefore was a framework that evaluation participants were often aware of. However, it was not directly used in the development of the evaluation methodology. Instead, SRDC incorporated EDI&R into the evaluation and learning approach by a) providing different means for participation (e.g., survey, interview, focus group feedback); b) working with RADIUS to invite evaluation participants from diverse demographic backgrounds; c) providing an honorarium to focus group participants in recognition of their contribution to this activity; and d) ensuring the evaluation tools and methods are culturally appropriate. Collaboration with RADIUS and their feedback on the evaluation tools were supportive in this regard, and helped to ensure the language and wording of evaluation material were appropriate for the people they work with.

Because this project involved the development of new resources, there were no established benchmarks, contextual analysis or baseline measurements against which the project's results could be compared. Instead, certain evaluation tools involved retrospective reflections to capture how evaluation participants' knowledge, activities, and circumstances changed after either watching the documentary or engaging with RADIUS staff through the Social Innovation Concierge Service. This leads to an important limitation of the evaluation; that is, while SRDC aimed to collect information on outcomes from the perspective of people who engaged with these new resources, it did not measure the impact of the services on their behaviour or circumstances. Retrospective data collection—whereas people reflect on their experiences—may be influenced by recall bias.

Another limitation of this evaluation surrounded participant recruitment in gathering feedback from a representative sample of Social Innovation Concierge Service clients or viewers of the documentary. As discussed in the findings section below, survey response rates were low. The project team tried to mitigate recruitment issues by compensating people for their time in interviews and focus groups, which ultimately was successful. However, survey participants were only offered entry into a gift card draw after they completed a short five-minute survey, which may not have been enough to generate interest.

RESEARCH METHODS AND ANALYSIS

The evaluation engaged in mainly participant-level data collection through interviews, surveys, and a focus group. At the end of the project, SRDC sat down with a RADIUS staff member for an interview that provided context on implementation, but no stakeholder-level data were collected. Table 1 provides an overview of the participant-level data collection tools developed for the evaluation, including the number of participants and how the data collected was analyzed. Further details on the development of protocol and analysis are also provided in the findings section below.

Table 1 Overview of participant-level data collection

Data collection tool	Overview of content	Implementation of data collection	Number of participants	Analysis of data
Documentary “watch party” focus group	SRDC developed a 1.5 hour semi-structured qualitative focus-group protocol that asked participants about their perceptions of the documentary and how equity-centred practices could be incorporated into their work and lives to generate change.	RADIUS invited members of their community to the focus group and provided an introduction to the documentary. After watching the documentary together, three SRDC staff led a focus group without the presence of RADIUS staff. People who participated in the focus group received a \$100 honorarium.	7	Deductive thematic qualitative analysis
Documentary feedback survey	SRDC developed a 5-minute post-viewing survey that asked for feedback on the documentary in terms of the type of insights viewers gained and the degree to which it increased knowledge and could impact professional and workplace practices.	Due to the timing of when the documentary was publicly launched and the survey link was shared on the RADIUS website (e.g., November 2024), it was not possible to collect data and incorporate survey findings into the evaluation report.	0	NA
Documentary social media analysis	SRDC and RADIUS set up a Metricool account to monitor social media and outreach metrics.	Due to the timing of when the documentary was shared on social media (e.g., November 2024), it was not possible to collect data and incorporate this analysis into the evaluation report.	0	NA
Concierge service administrative data	RADIUS developed an Excel-based project management information systems (PMIS) data collection tool to track concierge use and share with SRDC.	RADIUS tracked the following fields: date of data input; name and contact information; initiative sector; request medium; and nature of the request.	58	Descriptive analysis
Concierge service interview	SRDC developed a 30-minute semi-structured user-experience interview protocol that elicited feedback from people who had used the service.	RADIUS emailed 23 people who had accessed the service and invited them to share their feedback. People who participated received a \$50 gift card.	5	Narrative analysis
Concierge service survey	SRDC developed a 5-minute user-experience survey that elicited feedback from people who had used the service.	RADIUS emailed 23 people who had accessed the service and invited them to share their feedback. People who participated were entered into a draw for one of two \$100 gift cards.	5	Descriptive analysis

FINDINGS

DOCUMENTARY EVALUATION

Overview of Documentary

The RADIUS documentary was meant primarily to serve as a knowledge mobilization tool, to help equip social innovators to integrate equity-centered design in their work with newcomers. However, it also served additional purposes including enhancing marketing and partnerships. As one staff member described it:

“We often felt like we were not good at telling our narrative at RADIUS and why we do what we do and the complexity of what we went through. And then [the filmmaker] was like, ‘I want to make a documentary about this’. [The filmmaker] also works on our consulting arm of RADIUS, which works a lot with decision makers on how to support them in creating equitable change in their organization.”

--RADIUS Key Informant Interview

Their intention was to provide a broad introduction to RADIUS and their different way of working. Notably, they wanted to share their story in an open, collaborative way that highlighted the benefits of their approach without suggesting that it's a perfect approach or had been a seamless process:

“We wanted to make sure that it wasn't all rosy. Like we wanted to make sure that we were quite honest about what had happened.”

--RADIUS Key Informant Interview

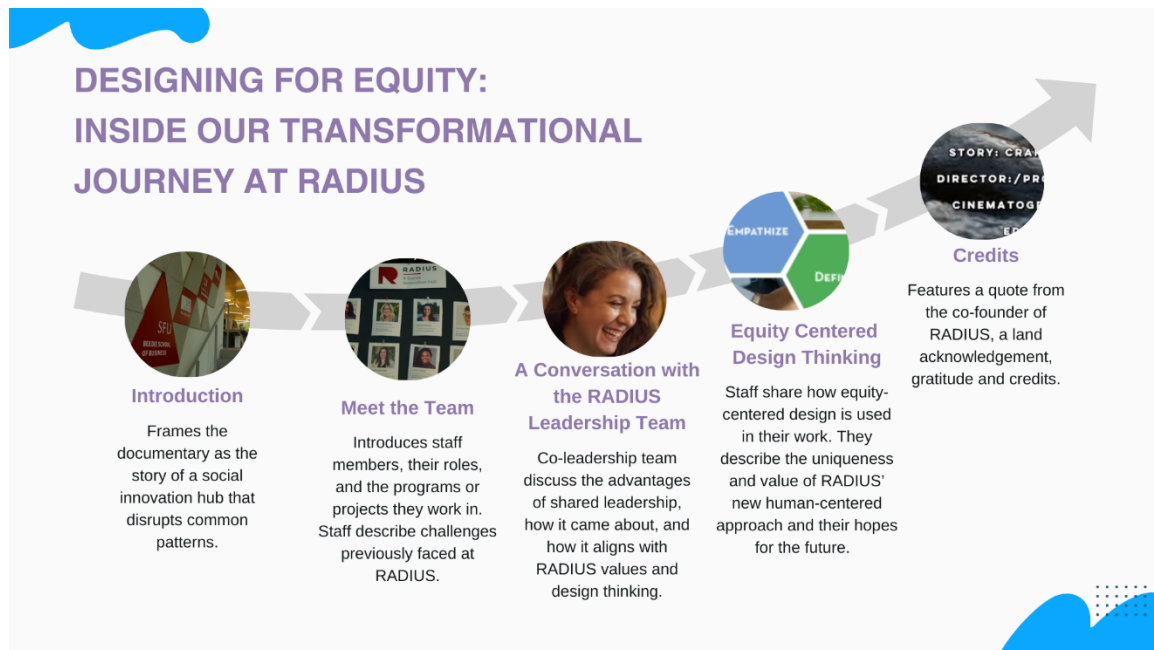
The documentary, *“Designing for Equity: Inside our Transformative Journey at RADIUS”*, can be viewed on the RADIUS website here: <https://radiussfu.com/impact/reports-and-publications/>

The documentary is 16 minutes long and features 10 RADIUS staff. The contents are summarized in Figure 3. The title card describes the documentary as *“The story of one social innovation hub nestled in downtown Vancouver that's been hoping to disrupt some of these patterns”*, following a collection of typical fast-paced social innovation buzzwords.

The documentary then features staff members discussing previous frictions with racism, imposter syndrome, and feeling like they had to hide parts of themselves, identifying a misalignment between the work they were trying to do and how they did it. The documentary

features staff describing an equity audit and the changes it brought about as a turning point for the organization, enabling them to feel more supported and honest in their work.

Figure 3 Summary of Content in RADIUS Documentary



The film also features a conversation amongst the co-leadership team discussing how they arrived at a co-leadership model and the advantages of shared leadership and decision making. They emphasize trust, the ability to rely on others when they need to step back, and how co-leadership aligns with the work being done at RADIUS.

The final section of the documentary introduces the equity-centered design framework and staff discuss why and when they apply it. They describe the initial strangeness of RADIUS's new human-centered way of working as something they had not experienced in the workplace before, noting how their work now involves more truth-telling and comfort. The documentary ends with staff discussing the potential of the approach and their hopes and ideas for the future of RADIUS.

Overview of Implementation

In September 2024, RADIUS invited seven community members to attend a virtual “watch party” and focus group discussion facilitated by SRDC. In October 2024, they hosted an in-person soft-launch at a local theatre with approximately 60 people in attendance, followed by a public launch on their website.

At the watch party and focus group, RADIUS welcomed participants, introduced the documentary, and then exited before the participants viewed the documentary and participated in an online discussion facilitated by SRDC, which lasted approximately 75 minutes (see Appendix A). The focus group covered topics such as participants' initial expectations and reactions to the documentary, key highlights relevant to their work, and perceptions regarding potential benefits and challenges of equity-centered practices. Participants both spoke on camera and used the chat function to share feedback.

Focus group findings

Seven participants, recruited by RADIUS as engaged members of the newcomer-serving community, participated in the online watch party and focus group. Focus group participants identified as serving a wide range of populations in addition to newcomers, such as persons with disabilities, Indigenous people, and racialized groups. Services included employment and education, counselling services, and community support.

Motivations and Expectations

All focus group participants had experience with RADIUS as previous alumni, clients, or partners, and many identified as newcomers themselves. Focus group participants shared that having a personal relationship with RADIUS strongly influenced their decision to attend the watch party. Receiving a personal invitation, the opportunity to learn more about RADIUS's approach, and the chance to support RADIUS were all identified as motivations for participating. In addition to feeling an emotional connection to RADIUS, focus group participants noted that the title and trailer of the documentary, as well as the storytelling approach, were appealing:

“What got my attention was the trailer, and how the setup was; it made it seem like RADIUS was the hero of the story, which is great because we love everything that RADIUS has been doing. And you know, we're kind of connected through it. So I wanted to root for the team.”

--Focus Group Participant

Focus group participants described a range of expectations regarding what the documentary would offer. Some intentionally came to the focus group with as few expectations as possible so they could experience the documentary in real time as a group. Others described not knowing what to expect and wondered what the purpose of the documentary was. Those with expectations typically anticipated learning more about RADIUS and their approach/story, and/or the specific programs within RADIUS such as the Refugee Livelihood Lab and the Migrant Systems Change Leadership program. Finally, some focus group participants described expecting to hear about the impact of RADIUS and the experiences of people who interact with RADIUS.

Key Insights and New Knowledge or Awareness Gained

Focus group participants were generally surprised by the emphasis on process over content in the documentary. They described the genuine contributions of RADIUS staff as unexpected but appreciated.

“I was expecting to [hear about] some of the projects, the outcome of the projects that, like has been working to help, you know, community and the outcome of those projects. Maybe that's what I was kind of imagining would be highlighted. But nonetheless, I really liked watching the staff talk about their work, because yes it does help to know that it's coming from somewhere, all of this.”

--Focus Group Participant

They also commented that the documentary was an **honest and transparent reflection** of who they feel RADIUS is. While not unexpected from RADIUS, focus group participants described being inspired by the vulnerability shown:

“So I think that seeing that like process of the RADIUS team to try to apply what they preach to themselves first, I think it's very important. Because, for example, if they want to show this let's say [to] potential like donors or whatever I think it is very important to show that honesty, you know, and I felt that it was honest.”

--Focus Group Participant

While focus group participants tended to agree that the **storytelling approach** was genuine, some noted that it was somewhat jarring for those with a close personal connection to see RADIUS “staged” in this way. One participant described this feeling as follows:

“We see some great storytellings here and there, but there are too many staging that makes this feel like a cover for RADIUS to look good? We want more meat and less embellishments. RADIUS has so much meat and goodness, it doesn't have to be staged.”

--Focus Group Participant

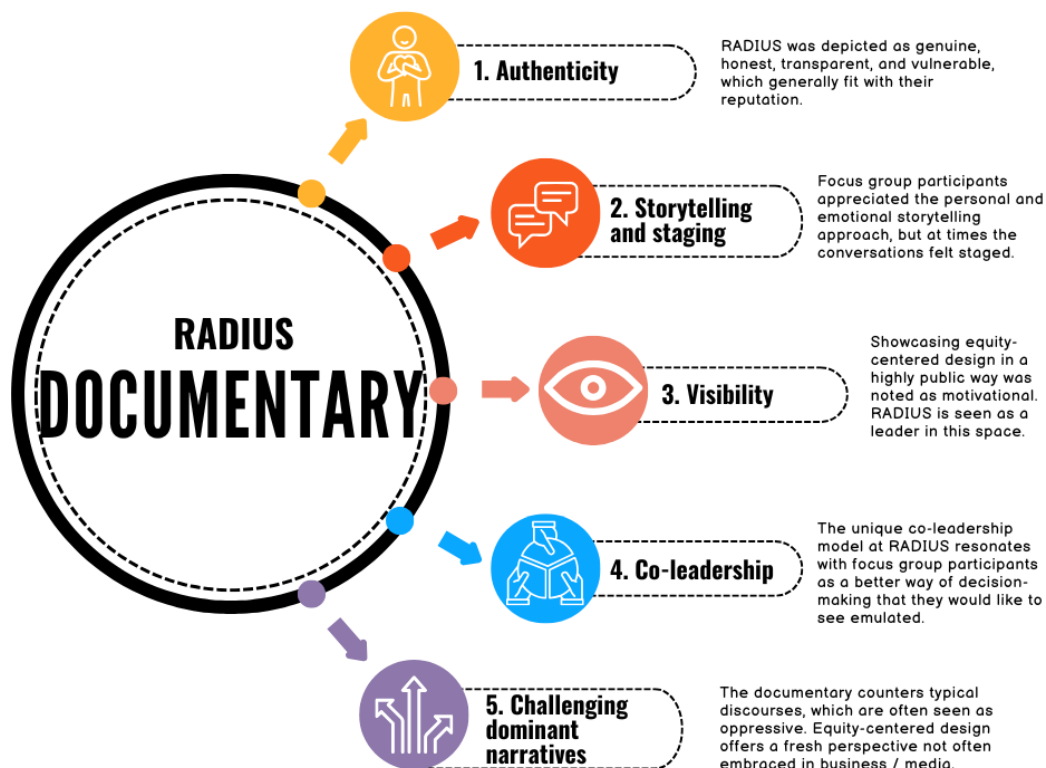
When asked about new knowledge or awareness gained, focus group participants pointed to a few equity-centred design (ECD) principles that were featured in the documentary. They reflected that showcasing **personal stories helped make the work visible**. For example, focus group participants shared that they could better understand the sometimes-intangible elements of ECD and how they would like to see these amplified or incorporated into their work. One participant said:

“A highlight message that I got is how equity-centred work is alive and dynamic; that only can happen through dialogue, openness, and compassion. I witnessed it by listening to the staff's first experiences in the organization, and how it's been changing positively.”

--Focus Group Participant

Another major takeaway for participants was the emphasis on the **co-leadership model** featured in the documentary. This resonated with many focus group participants on both personal and professional levels. One participant described being in a decision-making position and felt that it would be easier to share that role with others. Other focus group participants stated how the documentary helped them think about new ways of structuring their own organizations as well as generally reflect on how society is structured. They commended RADIUS on sharing this aspect of their practice, especially since decision-making amongst leadership was perceived to often be shielded from employees within an organization and the public more broadly. Key insights shared by focus group participants are visualized in Figure 4.

Figure 4 Key Themes from Documentary Identified by Focus Group Participants



However, overall new knowledge was difficult for many focus group participants to articulate. This was attributed to a lack of detail in the documentary about key topics, as well as a lack of plain language. For example, focus group participants wanted to hear more about what the environment at RADIUS was like before the changes described in the documentary. They reported being curious about what led to the shift and what specifically RADIUS was responding to when they embarked on their journey. One focus group participant described this as “a narrative hook that we never truly understood”, suggesting that more concrete explanation would be valuable. Another stated:

“I feel like when it was leading on to ask, like talking about the audit and the challenges with whiteness that the staff has been facing, I wish that we got more into the challenges and what turned after. Because yes, they did talk about like, you know, the consultation and value. But just going into a little bit more, and sitting with the discomfort of actually ‘what was that?’. I felt like some part of it was dodged ... I wish we got into a little bit of how is it, like, you know, going through that process of transition. That would probably be more of a learning for me; that was the only part where I felt like, ‘Oh, I wish we heard more about that’.”

--Focus Group Participant

This sentiment related to focus group participants’ feeling that there were not many tangible practices that they gained through watching the documentary that they could incorporate into their work. One participant stressed the importance of plain language in the documentary and related materials that “*people can emotionally connect with*” as an essential element of equity-centred practice.

Challenges Implementing Equity-Centred Design Practices

After noting the issues described above, the conversation turned to barriers that focus group participants face when trying to incorporate equity-centred practices in their work. Focus group participants identified several challenges, including the emotional labour involved in ECD, the need to tailor practices to individual staff/clients, dominant discourses of capitalism and white supremacy, and other power dynamics that limit meaningful change.

Such challenges emphasized what some focus group participants felt was the main importance of the documentary, as it sheds light on many of these issues and demonstrates a different way of operating. One focus group participant described:

“One of the things I like about this documentary is that it's not just telling the story of RADIUS, it's also...motivating other organizations that have the opportunity to see this documentary to see the possibility of having an equity, a [Justice, Equity, Diversity, Inclusion] perspective as their foundation in the way they do things, and the difference it makes to the well-being of staff. I'm not sure that that's the reason they've created the documentary, but it's going to be an offshoot of the documentary, because people are going to begin to see that you can be human and humane and still have productive staff.”

--Focus Group Participant

Next steps and future knowledge mobilization

Following the launch of the documentary, RADIUS has discussed creating a second film that illustrates concrete examples and case studies of equity-centered design. RADIUS staff have been

pleased with the reception of the documentary amongst their community and feel there could be benefit in exploring the common themes more deeply.

“Ultimately, what we hear from, I think mostly from like decision makers in the sphere of innovation, refugee integration, is the commitment to equity is definitely there. But moving from commitment to action is really difficult. And you need like tangible, digestible steps.”

--RADIUS Key Informant Interview

RADIUS staff are excited about the opportunity to further demonstrate tangible steps and help promote equity-centered programming more broadly. However, they note that documentaries are financially and labour-intensive, and thus further documentaries, while valuable, would be dependent on funding and capacity.

Summary of results and recommendations

RADIUS achieved the goal of creating and disseminating a documentary about equity-centred strategies to support newcomer innovators. The documentary has been well-received as an authentic way of RADIUS telling their story, challenging dominant narratives, and presenting a different way of working.

Further dissemination of the documentary will help RADIUS continue to tell their story and reach more audiences. Continued promotion on their website and social media, in newsletters, at conferences and workshops, and at other community events will help equip partnering organizations and other social innovators with the awareness and knowledge to implement equity-centered design in their work.

CONCIERGE SERVICE EVALUATION

Overview of program

RADIUS’s Equity-Centred Accelerator program aims to elevate and centre the ideas, priorities, and activities of Indigenous, Black, and racialized people engaging in social, economic, and/or environmental systems change initiatives with and for their communities. The programs offered through the Equity-Centred Accelerator provide entrepreneurship and social innovation support for individuals pursuing for-profit, non-profit, cooperative, and other ventures, as well as policy and advocacy initiatives or other emerging expressions of systems innovation.

As part of the suite of programs and supports offered through RADIUS’ Equity-Centred Accelerator, a “Social Innovation Concierge Service” was established in April 2024. The aim of this service is to provide “on-demand” support and coaching that targets racialized people and newcomers pursuing social innovation ventures that align with RADIUS’ Equity-Centred

Accelerator program. In a blog post featured on the RADIUS website² in May 2024, RADIUS publicized the following description of the Social Innovation Concierge Service:

“What is a concierge service? In a nutshell, you reach out to us with questions on how to deepen or grow the social, economic, or environmental impact or sustainability of your innovation, and we connect you with the appropriate training, resource, human, or organization.”

Given the range of people RADIUS serves—from students and staff at Simon Fraser University, to newcomers who recently arrived in Canada—the Social Innovation Concierge Service has a “no wrong door” approach to providing human services. While the aim is to support racialized newcomers, no one is turned away, even if they do not identify with the groups targeted by RADIUS’ Equity-Centred Accelerator. In addition, the scope of service is set relationally; that is, staff may provide a range of services (from information sharing to on-going coaching) depending on the needs of the client. With the intention to offer low-barrier support, anyone can access the service by emailing a RADIUS staff member who then provides tailored support by email, phone, or in-person based on the needs of the client.

Overview of implementation activities

Between April and September 2024, the Social Innovation Concierge Service was formally launched. Implementation involved the following elements:

- **Staff assignment:** Identifying and training two internal RADIUS staff members who had the skills to deliver the service. Staff members were selected based on their lived experience as newcomer and racialized innovators, previous work providing similar supportive services, and established networks. It was important for staff to be able to relate to the people they intended to benefit, as well as have the previous experiences and skills that would be of greatest assistance to the people accessing the service. As one RADIUS staff member highlighted in an interview:

“We wanted to provide an alternative to the very white-centric Silicon Valley, quit your job [mentality]. Like you can't actually say ‘quit your job’ to a lot of newcomers when it comes to like, just put all your eggs in the same basket. They're like, ‘I have no eggs to put in the basket’. So, it's always been very important for us to have coaches and concierges who just don't come with this messaging and instead understand the realities.”

--RADIUS Key Informant Interview

² <https://radiusfu.com/radius-future-skills-centre-combine-their-energy-to-support-newcomer-led-innovation/>

- **Establishing monitoring procedures:** To monitor service use, an Excel-based project management information systems (PMIS) data collection tool was created by RADIUS to track the following fields: date of data input; name and contact information; initiative sector (e.g., health, food, advocacy); request medium (i.e., email, in person, phone); and nature of the request. As there was no formal intake process to access the service—which typically involves collecting background information—RADIUS staff did not collect demographic information that could specially identify how many racialized newcomers used the service. Anonymous administrative data without personal identifiers was shared twice with SRDC (August 8 and October 3, 2024).
- **Publicizing the program:** RADIUS publicized the Social Innovation Concierge Service through their website, as well as blog, newsletters, and social media posts in May 2024. Information about the service was also shared during events, such as RADIUS’ Social Finance Forum event in June 2024.
- **Establishing metrics to measure the success of the program:** SRDC and RADIUS staff worked together to identify key metrics and data collection approaches that could evaluate the Social Innovation Concierge Service. The evaluation approach intended to: 1) track the number of newcomers who utilized the Social Innovation Concierge Service and the type of services they accessed through administrative data; and 2) seek input from participants about the perceived contribution of the concierge service and their level of satisfaction through surveys and user testing interviews.
- **Developing evaluation tools:** SRDC then created two data collection tools to evaluate the Social Innovation Concierge Service: 1) a feedback survey; and 2) a semi-structured interview protocol (see Appendix A). Both tools aimed to collect information that aligned with a framework SRDC adapted from Peter Morville’s user experience honeycomb,³ which encompasses seven facets of user experience. From this framework, SRDC developed a list of internal questions that informed the development of both the survey and interview protocol (see Figure 5). Draft versions of both data collection tools were shared with RADIUS in August 2024 and all feedback was incorporated in the final versions of these tools.
- **Implementing the evaluation tools:** In September 2024, SRDC and RADIUS launched data collection to evaluate the Social Innovation Concierge Service. RADIUS emailed a portion of the people (n=23) who had accessed the service so far and invited them to share their feedback by responding to a survey or through a 20-to-30-minute interview. Everyone was incentivized to participate in data collection—those who completed an interview received a \$50 gift card and those who completed a survey were entered into a draw for one-of-two \$100 gift cards. A reminder email was sent in mid-September to bolster interest and

³ For further information on this framework, see: <https://charlesamith.com/blog/ux-design/ux-honeycomb>

response rates. In total, five people completed one-on-one interviews with SRDC staff and five people responded to the survey.

Figure 5 SRDC-developed user experience honeycomb



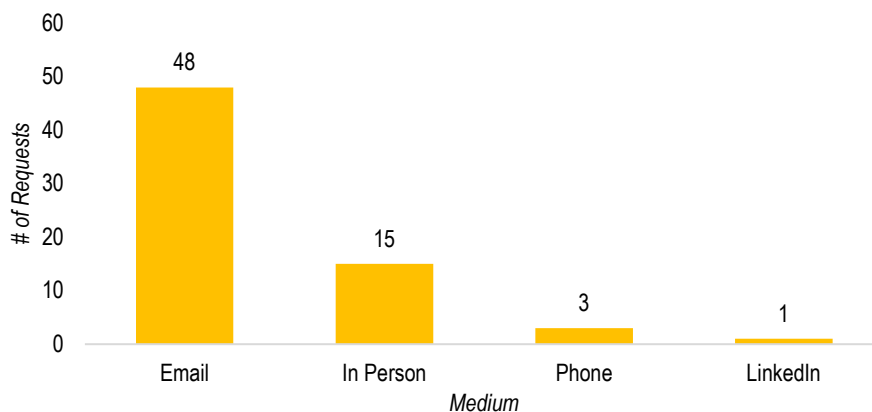
Overview of participation

RADIUS shared PMIS data with SRDC in early October 2024 that documented the number of people who had accessed the Social Innovation Concierge Service and information about their service request. In total, PMIS data included anonymous identifiers for 58 people who accessed the service. Among the 58 people in the PMIS data who accessed the Social Innovation Concierge Service, three people accessed the service twice for a total of 61 service requests included in the

PMIS.⁴ As discussed above, the PMIS did not collect information on the background of the person; therefore, the project is unable to report on how many of these people were racialized newcomers. Given the informal nature of how people accessed the concierge service (i.e., via email with no intake process) as well as the open-door design of the program, it may have been inappropriate to collect this information formally. However, RADIUS staff have indicated that most of the people accessing the service are from the Refugee Livelihood Lab⁵. Furthermore, outreach publicizing the service via social media and the RADIUS website clearly target racialized newcomers.

The PMIS data identified the medium the person used to access the Social Innovation Concierge Service requests as by email, phone, in person, or via LinkedIn. As shown in Figure 6, email was the most popular medium. It was possible for this field to have more than one medium, which suggested that some people interacted with RADIUS coaches in multiple formats (e.g., by phone and email). Interviews confirmed this approach; for example, one participant mentioned that they first emailed the concierge service and then a scheduled call.

Figure 6 Concierge Service Requests by Medium



Note: As service request fields could list more than one medium, the total number is greater than 63.

While the PMIS intended to collect information on the subject of each person’s request, 63 per cent of the information RADIUS staff inputted into this field listed “office hours.” A RADIUS staff member shared that this input category referred to more open-ended requests that could not be

⁴ In the PMIS data RADIUS shared with SRDC, there were no data input dates for September 2024. Given this, it is possible that the Concierge Service served more people than could be identified in this data source.

⁵ For more information on the Refugee Livelihood Lab, see <https://radiussfu.com/programs/labs-ventures/refugee-newcomer-livelihood/>

categorized into one subject area. In the remaining cases, the following subject descriptions were inputted:

- Social Finance Forum (13 per cent)
- Collaboration Request (8 per cent)
- Blog Feature (6 per cent)
- Advice (3 per cent)
- Support Letter (< 2 per cent)
- Sponsorship Request (< 2 per cent)
- Financing Options (< 2 per cent)
- Food Incubation Support (< 2 per cent)

The PMIS also collected information on the sector of the request, although this was missing in 49 per cent of cases (likely where there was not a single or identifiable sector). In the remaining cases, the following sectors were listed:

- Health (10 per cent)
- Food (8 per cent)
- Advocacy (5 per cent)
- Equity-Centered Design (3 per cent)
- Literature (3 per cent)
- Consumer Goods (<2 per cent)
- Social Enterprise (<2 per cent)
- Advocacy, Equity Centred Design (<2 per cent)
- Incubation (<2 per cent)
- Advisor (<2 per cent)
- Sponsorship (<2 per cent)
- Indigenous Wellness (<2 per cent)
- Media (<2 per cent)
- Therapy (<2 per cent)
- Podcast (<2 per cent)
- Mentorship (<2 per cent)
- Education (<2 per cent)
- Climate (<2 per cent)
- Migrant Justice (<2 per cent)

Summary of results and recommendations

RADIUS achieved the goal of serving at least 50 people between April 1 and September 30, 2024. Although RADIUS's outreach targeted racialized people and newcomers, it remains unknown how many could be identified as belonging to these groups. Given the more informal nature in how people accessed the concierge service (i.e., via email with no intake process) as well as the open-door design of the program, it may have been inappropriate to collect this information formally. If it remains relevant to collect this information in future phases of the project, RADIUS could consider more informal and client-centred ways to collect background information (e.g., a guided interview protocol).

People used the Social Innovation Concierge Service to request information on a range of subjects for projects in a variety of sectors. The information provided suggested that people accessing the Concierge Service sought various types of help, from requests for collaboration to financing options, and across a large number of sectors, from health to climate. Given this, it will be important for similar organizations seeking to implement this type of service to offer staff training on how to handle a range of requests across subjects and sectors.

Interview findings

SRDC met the evaluation target of interviewing five people who had accessed the Social Innovation Concierge Service. Interview participants had diverse backgrounds and varying levels of prior experience with RADIUS—some had participated in previous RADIUS programs or knew a staff member through their network, while others were put into contact with RADIUS staff who were part of the concierge service for the first time during the project. Interview participants were often unaware that they were accessing the “Social Innovation Concierge Service” and instead referred to these staff members by name (if they had a previously established relationship), or as “coaches” if they engaged with the service through their network. As a RADIUS staff member highlighted in an interview, these previously established relationships were beneficial to establishing trust and rapport.

Table 2 provides an overview of the interview participants, their experience with the service, and any feedback they shared. As the interview guide in Appendix A describes, **interviews began by first asking participants to share information about their background, as well as why and how they accessed the Social Innovation Concierge Service.** Three out of five interview participants were looking specifically for business and start-up support, while one person was working to apply RADIUS' equity-centred design principles within their current employment, and another was seeking job search support. Three interview participants identified themselves as newcomers or spoke about their recent migration experience to Canada. The remaining two interviewees did not provide information on their background that enabled SRDC to identify them as a newcomer or not. All five interview participants connected with the Concierge Service electronically at some point, mostly via email but also through text messaging or social media direct messaging. Three also connected by phone and two connected in person.

In terms of the type of support received, all five interview participants engaged multiple times with a RADIUS coach who was part of the concierge service, often first reaching out by email and then setting up phone calls or in-person meetings. The nature of participants' requests were typically oriented towards seeking information or advice, although two interview participants received more in-depth and ongoing support that suggested they were building a mentorship-like relationship with their coach. In general, all participants considered support continuous and ongoing, in that they could reach out anytime with specific questions they may have.

Two interview participants noted the need for clarity on the scope of services and level of expertise; that is, it was not always clear what type of support RADIUS services could provide. One interview participant recommended RADIUS engage in more:

“[...] branding, promotion of what they do to the wide range of audiences that they serve. It would be helpful because then it would answer the question of ‘What can I go to RADIUS for?’”.

--Interview participant

Table 2 Overview of interview participants and their feedback

Client	Type of support received	Were their needs met?	What feedback did they have on engagement?
A	Person A received mainly information and advice from the RADIUS coach, which they found helpful. They also received information on if and how RADIUS could provide future support to better understand the scope of services offered.	Person A felt that RADIUS coaches offered helpful information on their start-up idea. However, they were looking for longer term support through a mentorship program, which RADIUS could not offer them. In addition to reaching out to RADIUS, person A also engaged their broader network to seek support with their start-up.	Person A felt well supported and that the information provided by the RADIUS coach was easy to understand. They found their interaction with the coach professional, although mentioned that sometimes receiving a response by email was slow and required follow-up.
B	Person B received information and advice on how to apply the equity-centred design model. They had previously received information on the framework through another RADIUS service, but were looking for more practical examples of how it could be applied, which they found the coach was able to provide.	Person B felt that the RADIUS coach was an active listener who could understand the issue and present solutions and ideas that met their needs.	They found the information and support provided by RADIUS helped expand their idea, describing their interactions as “inspiring.” In terms of overall services offered by RADIUS, they mentioned that the scope of services and who they target was not always clear.
C	Person C felt they received good information, and that all their questions were answered, but not at the level of detail they were looking for as they felt they required more expert-level advice. They would recommend the service to others who are looking for more basic information than what they were looking for.	They felt the coaching staff provided clear information that helped them continue their search for additional information, which they continued online. They found the service to be most helpful in pointing them in the right direction of where to go next rather than providing complete answers to every question they had. In these cases, they engaged other organizations to help them clarify and answer the questions they had.	Along with information, they were looking to connect with a community of like-minded entrepreneurs. Person C felt it would have been helpful if RADIUS had this type of community of practice that they could join. They also mentioned that the RADIUS website was complicated to navigate, and that the information shared via their listserv did not always meet their needs.
D	Person D received the detailed information and support they were looking for. They said this information was used “everyday” in their business practices. They felt that sessions worked best when they had specific questions for the coach.	They felt the coaching staff provided very helpful advice and information and appreciated how they took their time to explain everything clearly. Person D appreciated being able to access in-person support and described the coach as someone “on the sideline supporting them.”	Receiving continuous support was extremely helpful for Person D as it allowed them to receive ongoing information and advice as their business was launching. They mentioned that they would be interested in getting more grant support and information if this was available.
E	Person E received useful advice and feedback that supported their job search process, as well as networking help.	They felt their needs were met and that they were able to establish a mentorship-like relationship. They appreciated the depth of support and being able to reach out more informally when they needed advice.	Person E was very appreciative of the support received so far and the willingness of the coach to provide ongoing advice and direction. They felt the coach was approachable and “always open for a chat.”

Another interview participant discussed how the RADIUS service was most useful in pointing them in the right direction, but not in terms of providing the expert level guidance they were looking for:

“If you were to classify information across three levels—which is beginner, intermediate, expert—I feel like RADIUS is really good at beginner, intermediate level information. But if you're looking for something truly expert level, I don't necessarily feel that's the right service. I may not be the right kind of person who's come, because usually it's first or second time entrepreneurs, not somebody who has so much experience. But for what I was looking for, which is more expert-level guidance, I was like, 'okay, this doesn't really work for me.'”

--Interview participant

This was not the experience of all people, however, as another interview participant highlighted multiple times that they received subject-level expertise that they could not have received anywhere else. The diverging opinions of these two interview participants could relate to how much experience and knowledge a coach had in the area the person was seeking information and support.

In terms of if the service met their needs, all interview participants agreed that the service was useful either in terms of pointing them in the direction where they could receive further information—that is, the more typical expectation when someone accesses a “concierge service”—or providing ongoing, mentorship-like support. It was clear from all interviews that coaches were strong and clear communicators. For example, one interviewee “[...] found their answers to be very accurate and helpful and, like I said, they at least pointed me in the right direction of oh, that's what you have to do. So not confusing at all”. Another mentioned their conversation as “inspiring” and discussed the high degree of empathy the RADIUS staff member communicated:

“[My coach had] empathy in her way of approaching the conversation and understanding. She's not a [subject-matter expert], but she gets it and listens. And then she finds the seeds that she can understand and grows those seeds in our conversation. And I felt very well supported by my interactions with her.”

--Interview participant

This same sentiment was echoed by another interview participant; when asked about how helpful the service was, they said *“I think it was really helpful, [...] because she really took her time. She wrote down everything [...] she broke down everything I needed. And it was really helpful in that aspect”*. Other interview participants also mentioned a sense of openness to communication and feeling able to ask follow-up questions or reach out anytime if they needed support.

In terms of feedback on how the Social Innovation Concierge service could be improved, participants spoke more generally about what RADIUS as an organization offers and the information it shares, as they were generally not aware they were accessing a particular service. **Two types of feedback were generally provided by interview participants: 1) greater clarity and more information on the scope of RADIUS' service; and 2) being able to access additional support or expertise that was beyond what they received.** These two main points of feedback can be seen as interrelated; that is, if people do not fully understand the scope of the Social Innovation Concierge Service, they may have greater expectations than what it can offer.

Summary of results and recommendations

For people looking for longer-term mentorship or a higher level of expertise than RADIUS staff can offer, establish a “warm hand off” from the Social Innovation Concierge Service. Establishing a referral system may ensure people feel well supported, even when RADIUS staff cannot meet all their needs.

Continue to offer support by phone or in-person to create a personal connection. Interview participants appreciated being able to meet in person or talk by phone as it helped clarify the information and advice they were looking for. It was clear that this medium of communication was often most helpful.

Provide more information on the scope of services. Interview participants mentioned not always understanding what information and support RADIUS staff could provide. Updating the website or providing verbal or written information to people on what the Social Innovation Concierge Service provides may help clarify the scope of services.

Survey findings

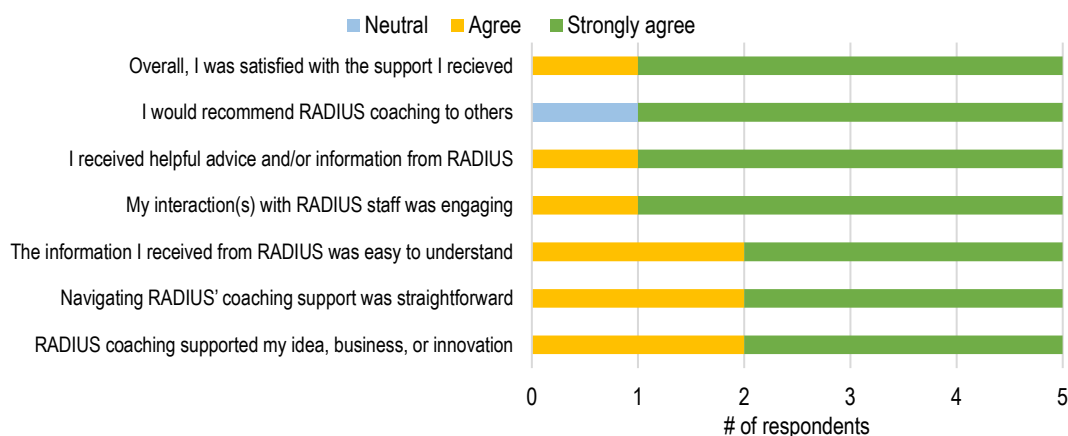
Overall, the survey had a low response rate, with only five out of the 23 invitees participating (a 22 per cent response rate). Given this response rate, the results below are and should be cautiously interpreted as they likely do not represent the opinions of all people the Social Innovation Concierge Service served during this project phase. To ensure the results are interpreted carefully, the results below are presented on an individual respondent basis and language that suggests overarching results (e.g., “the majority agreed”) is avoided. In addition, the analysis does not include group-based statistics (e.g., averages).

Survey respondents provided insight into why they accessed RADIUS' concierge service.

Three out of the five people mentioned seeking entrepreneur-focused support for a business idea. For example, one survey respondent wrote that they accessed the service: *“To understand how to be a student-entrepreneur in this country. My questions were particularly around legislation and setup as Canada seems to be quite different in terms of funding and grants.”* One survey respondent was seeking support for a community of practice initiative, while another was seeking help searching for jobs in the sustainability and social innovation fields.

Respondents described the degree to which the concierge service provided the support they were looking for. When asked the degree to which the concierge service provided the support they were looking for, three people responded “completely,” one person responded “to a great extent,” and one person responded “to a limited extent.” Figure 7 also provides insight into the degree to which respondents agreed with a series of statements that were created using the user experience framework described above. All participants agreed or highly agreed with most statements measuring satisfaction and level of support received, as well as the usefulness, helpfulness, and accessibility of information and services.

Figure 7 Survey participant’s feedback on coaching experience



Respondents described the likelihood of using the Social Innovation Concierge Service in the future. Out of all survey responses SRDC received, four people stated they would be “very likely”, and one person said they would be “unlikely” to use the service in the future. Four out of five respondents provided a response to a final open-ended question that asked for any feedback about the RADIUS service overall. Three respondents wrote positive statements, such as “*I’ve personally always valued the feedback and approachability of [RADIUS staff member] as a coach!*” One respondent wrote that the scope of services offered by RADIUS and expectations for engagement were unclear, citing that business support services in their country of origin differed considerably.

Summary of results and recommendations

While the overall response rate was low, people who did participate in the feedback survey reported high satisfaction with the Social Innovation Concierge Service. All participants agreed or highly agreed with most statements measuring satisfaction and level of support received, as well as the usefulness, helpfulness, accessibility of information and services.

Aligning with the interview findings, one respondent noted a need for further information on the scope of services offered through the Social Innovation Concierge Service. In future communication and outreach, it may be beneficial for RADIUS and organizations providing similar services to include clear statements on service scope and what people can expect through engagement.

Future evaluations should increase the incentive amount to bolster the response rate. While it remains unknown why the response rate was so low, a larger incentive budget may have increased the feedback survey response rate. Given only five people responded to the survey, the results are likely influenced by sampling bias; that is, the people who did respond may not reflect the population of people RADIUS served. Future evaluations should consider ways to increase the number of survey respondents to reduce this and other types of bias.

Next steps and future plans

At the end of data collection, a RADIUS staff member shared insight into the future plans for the Social Innovation Concierge Service through an interview with SRDC. They highlighted that the project helped RADIUS pilot the program and they hope to be able to expand the capacity and the number of people served in the future. Ongoing funding would provide more dedicated staff time to support participants and expand outreach. Expanding on the latter point, the staff member spoke of the future possibility of expanding services outside the Greater Vancouver area through partnering with similar organizations across Canada:

“We could have a network of concierges across the country, and like the person in Newfoundland would be able to speak to the networks and the resources of that particular region, given the particular newcomer demographics of that region [...] RADIUS would provide the foundational training of how to do the concierge service, because [...] the recipe of how to do it is really thought through.”

-- RADIUS Key Informant Interview

RADIUS staff members continue to receive formal and informal requests for ongoing support and information through the community-based work that they do. While the FSC funded the Social Innovation Concierge Service for the duration of the project, additional funding is needed for the service to continue at RADIUS. RADIUS staff will pursue funding opportunities to continue addressing service requests, fostering relationships, and advancing social innovation for racialized and newcomer populations.

CONCLUSION AND RECOMMENDATIONS

There were two main objectives for this project and three evaluation and learning questions. The objectives were:

1. The creation and dissemination of a documentary based on interviews with RADIUS staff and footage from “*Reimagining Equity-Centred Supports for Racialized Changemakers in Metro Vancouver*” events. Through this vehicle, RADIUS aimed to equip a minimum of 10 partnering organizations and 300 social innovators/community members with the knowledge to roll out their own equity-centred strategies to support newcomer innovators.
2. The implementation of a social innovation concierge service, which would facilitate access to resources tailored for racialized newcomers. By September 30th, 2024, RADIUS’s goal was to support 50 newcomers in deepening and/or accelerating the environmental, social, and economic impact of their innovations through this service.

The broad evaluation questions were:

1. *How can we increase awareness of equity-centered support services for newcomers?*
2. *How can we equip service providers to include sound equity practices to ultimately improve newcomers’ livelihoods?*
3. *What specific RADIUS practices increase the success of newcomer innovations?*

RADIUS successfully launched “*Designing for Equity: Inside our Transformative Journey at RADIUS*”, which they described as a collaborative and honest process. While exact tracking of partner organizations and social innovators/community members was not possible during the evaluation period, RADIUS staff describe the documentary as having been “*really well received*”. Approximately 60 people attended the launch, and the strong relationships established by RADIUS with local social innovators has cultivated a network that could help to share the documentary through word of mouth and social media channels. Focus group participants were readily able to identify other parties who would find the documentary relevant and expressed a desire to promote RADIUS’ approach to equity-centred design.

This project has shown that documentaries can be an effective way to *increase awareness of equity-centered support services for newcomers*. The RADIUS documentary inspired community members and demonstrated some of the values of a human-centered approach. Future documentaries or storytelling may help to *inspire service providers to include sound equity practices to ultimately improve newcomers’ livelihoods*. Future knowledge mobilization efforts

could benefit from concrete examples of the challenges and strategies used to overcome them, as well as plain language and authenticity in the approach.

The implementation of the Social Innovation Concierge Service was also successful. RADIUS achieved their outreach goal and continue to provide this valuable service to a broad audience. The evaluation suggests that in-person and phone support helps facilitate a personal connection that is perceived to be among the most beneficial aspects of the service. By connecting on a personal level, people accessing the service often feel like they are receiving more than a concierge service, with some referring to concierges as coaches or mentors. Given the range of topics that people contact the Social Innovation Concierge Service about, an individualized approach also ensures that recipients can better understand the scope of services offered and are able to be referred to other services as needed, based on their unique situation. Ensuring staff are properly supported to handle such a range of requests is important moving forward.

While the ‘no wrong door’ approach was perceived as helpful, useful, and accessible by evaluation participants, further clarity on the scope of services offered through the Social Innovation Concierge Service may also be beneficial. This could serve to both limit confusion among those accessing the service and help with marketing/promotion of the service in future outreach.

Collectively, this project has helped demonstrate some key strengths of the RADIUS approach to equity-centered support. *Specific RADIUS practices that increase the success of newcomer innovations* include their dedication to providing wraparound services via a network of people that can be engaged at any time in many different ways. Staff members can align what they do with how they approach their work in an open and honest way. An emphasis on trusting relationships has resulted in a powerful and engaged community; RADIUS holds a strong reputation in the local social innovation space. This reputation and way of working is facilitated by honest storytelling, which has been shown to be an effective way of connecting with community members on an emotional level.

Thus, RADIUS has demonstrated how the provision of equity-centered support to newcomer innovators can foster Canada's social economy development in a variety of ways. By grounding their programming in the lived experiences of newcomers, RADIUS showcases a different way of doing social innovation that specifically supports Black, Indigenous, and People of Colour innovators.

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APPENDIX A: EVALUATION INSTRUMENTS

DOCUMENTARY WATCH PARTY AND FOCUS GROUP PROTOCOL

Welcome and Participant Introduction

- SRDC welcomes participants
- Two parts to the event today – documentary viewing and discussion group
- Invites everyone to introduce themselves
 - First name,
 - Organization,
 - Snack pairings: If you had to match a snack with a specific movie genre (like horror, comedy, romance), what would it be and why?
 - Invite one person to speak, then request that each person choose a participant to go next

RADIUS Welcome

Watch Documentary

Consent

The purpose of this discussion is to learn about your experiences and initial reaction after watching the RADIUS documentary. We want to better understand your experiences and perceptions regarding equity-centred practices.

- There are no right or wrong answers. Rather, we are just seeking your thoughts and expertise to better understand how documentaries like this can communicate effectively.

Confidentiality

- This discussion will be confidential, and anything discussed during this time will not be shared except as outlined below. We ask that you not discuss others' comments outside of this session.

- SRDC may want to use quotes from the discussion in the final report (and shorter summaries based on the report).
- No names - or any information that can identify you - will be attached to any of the findings or quotes used in the final study report. Any quotes used will be attributed to a “participant”
- Your participation is completely voluntary, which means you can decide to leave early, or choose not to answer any question for any reason.
- If at any time during our conversation you would like me to stop the recording and not include your comments, please let me know.

If you have any questions later about this evaluation, please feel free to contact Ashley Pullman or Kemi Odegbile, Chief Privacy Officer, at SRDC (cpo@srdc.org).

- Incentive of \$100 will be provided per participant after the watch party

Recording

We would like to record the interview to help with note taking and use the Zoom closed captioning to generate an automatically generated transcript of our meeting. The recording and transcript will be stored on SRDC’s secure servers and only project staff at SRDC will have access to them. If at any time during the conversation you would like us to stop the recording, please let us know. The recording and transcript will be destroyed once all research related to the project is complete.

- Is it okay if we start the recording? (Y/N)
- Do you have any questions before we begin? (Y/N)

Housekeeping

- Safe spaces
- Comfort, including feel free to eat, stretch, anything that you need to be comfortable
- Use chat function
- Honoraria (participant names have been provided to RADIUS for processing honoraria)
- Respond to any questions from participants

Introduction and current position/organization

Poll questions:

1. What are you/your organization's priorities and goals in relation to support services for newcomers?
2. Which populations do you/your organization work with?
3. What kind of services do you/your organization provide?

Perceptions about documentary and equity-centred practices (30 minutes)

1. What drew your attention to this documentary? Did you have any expectations about what you might learn?
2. Could you describe one or two takeaways or highlights from the documentary that were the most relevant or interesting to you, and why? (e.g., Critically analyse workplace culture; Recognize diversity; Centre equity; Create inclusive spaces; Address systemic and structural issues; Incorporate shared decision making; Support and value others in the workplace)
3. Could you describe any new knowledge or awareness of equity-centred practices after watching the documentary? (*From RADIUS: We use "equity-centred" to describe how we ground our programming in the lived experiences of newcomers and how we redistribute wealth, power, and stewardship to historically and persistently marginalized communities.*)

Probe: What exposure to the concept of equity-centred design thinking have you had prior to watching this documentary?

Implementing equity-centred practices (15 minutes)

4. Could you describe one or two equity-centred ideas from the documentary that you may be able to incorporate within your profession or workplace practices?

Probe: What do you see as potential challenges to incorporate equity-centred practices in your workplace or profession?

What are some potential benefits to implementing equity-centred practices in your workplace or profession?

5. Do you think documentaries are useful mediums for communication and inspiring change in general? Why or why not?

6. Do you have any additional information to share with us today?

Wrap Up and Thank You!

Next steps: How information will be shared with participants, reporting to FSC.

SOCIAL INNOVATION CONCIERGE SERVICE INTERVIEW PROTOCOL

Preamble

Thank you for the opportunity to speak with you today! The aim of this interview is to understand your experience engaging with RADIUS. More specifically, we are interested in finding more about why you contacted RADIUS' coaches and advisors and what happened after you started this engagement. The information you provide will help us improve coaching supports.

Confidentiality

- This interview will be confidential and will not be shared with anyone outside SRDC.
- We would like to treat this session as an expert consultation. What that means is that we would like to use quotes from the interview in the final report. We will not attribute these comments to you specifically (i.e., you will not be named in the report), but rather we would attribute your comments to an anonymous person.
- Also, you have the right to end this interview at any time and this will in no way affect your involvement with RADIUS or access to their support.
- If you have any questions later about this evaluation, please feel free to contact me or Kemi Odegbile, Chief Privacy Officer, at SRDC (cpo@srdc.org).

Recording

We would like to record the interview to help with note taking and use the Zoom closed captioning to generate an automatically generated transcript of our meeting. The recording and transcript will be stored on SRDC's secure servers and only project staff at SRDC will have access to them. If at any time during the conversation you would like us to stop the recording, please let

us know. The recording and transcript will be destroyed once all research related to the project is complete.

- Is it okay if we start the recording? (Y/N)
- Do you have any questions before we begin? (Y/N)

Initial communication (7 min)

1. I'd like to first ask you to tell me a little bit about yourself, and how you learned about this support. For example, are you a student, newcomer to Canada, or do you have a business/startup plan?

Probe: If yes to newcomer, how long have you lived in Canada?

Probe: Can you walk me through how you found and learned about RADIUS' coaching and advising?

Probe: (if learned about it through RADIUS website): Did you find the RADIUS website easy to navigate?

2. What was your intended aim when first contacting RADIUS?

Probe: How did you hope RADIUS would support your idea, business, or innovation?

3. Tell me about how RADIUS initially responded. Did you receive the information and/or support you were looking for?

Probe: Why was this information and support (not) useful?

Follow-up/long-term communication (5 min)

4. I'd like to ask about what happened after you contacted RADIUS. Did you have any further communication or access other RADIUS supports?

5. Did you seek out support or information from any other organizations, sources, or people?

Probe: If yes, what additional information or support were you looking for and did you find it? If no, is there any information or support that would have helped you at the time?

Overall feedback on support (15 min)

6. Did the information or support RADIUS provide help your idea, business, or innovation? If yes, how? If no, why not?

7. Was the information or support you received complicated and confusing or easy to understand?

Probe: what made it complicated? What made it easy to understand?

8. What could have made your interaction(s) with RADIUS coaching more engaging?

9. Do you plan to continue engagement with RADIUS in the future?

Probe: If yes, what supports would you be looking for? If no, why not?

10. Would you recommend RADIUS coaching to others? Why or why not?

11. If this support did not exist, what would you have done instead⁶?

12. Overall, are you satisfied with RADIUS coaching?

Probe: (If low satisfaction) what could have increased your satisfaction? (If high satisfaction) what makes you so highly satisfied with RADIUS' coaching?

SOCIAL INNOVATION CONCIERGE SERVICE SURVEY

Page 1: Information page

SRDC and RADIUS invite you to complete this short survey to share your feedback and help us improve coaching support.

It takes about 5 minutes to complete, and you will be entered into a draw for one of two \$100 e-gift cards as a thank you for your time.

Here is what you should know about this survey:

⁶ To meet the intended aim in question 2

- It asks basic information about your experience with RADIUS' coaching and advising program.
- Your participation is voluntary and will not affect your access to RADIUS support or programs.
- You can choose not to answer any question for any reason, and you can exit the survey at any time.

The information you share is kept confidential:

- Only researchers from [Social Research and Demonstration Corporation \(SRDC\)](#) will have access to your individual survey answers.
- Only aggregate group-level results will be included in reports to RADIUS and funders. You will never be identified in these reports.
- If you have any questions, please email Ashley at apullman@srcd.org.

When you complete the survey, you will be entered into a draw for one of two \$100 e-gift cards.

- At the end of the survey, you will be asked to enter your email so we can enter you in the e-gift card draw. The draw will take place on Oct 1. and we will contact you by Oct. 4 if you win. If you win, you can choose if you will receive a gift card from [JJBean Coffee](#).

Do you want to proceed with the survey?

- Yes → proceed to next page
- No → directed to opt-out landing page

Page 2: Initial communication

We would like to first find out how and why you connected with RADIUS coaches.

1. How have you contacted RADIUS' coaching and advising support? (Select all that apply)
 - By email
 - By phone
 - During office hours
 - At an event
 - Through another way (please specify) _____

2. Why did you first contact RADIUS coaches? In a few sentences, describe the help or support you were looking for. (open ended response)

3. To what degree did RADIUS coaches provide the information and support you were looking for? (Select one)
 - Not at all
 - To a limited extent
 - Moderately
 - To a great extent
 - Completely
 - Don't know/No response

Page 3: Overall feedback

Next, we would like to ask about your overall experience with RADIUS coaches and any feedback you may have.

4. To what degree do you agree or disagree with the following statements?

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
RADIUS coaching supported my idea, business, or innovation					
Navigating RADIUS' coaching support was straightforward					
The information I received from RADIUS was easy to understand					
My interaction(s) with RADIUS staff was engaging					
I received good advice and/or information from RADIUS					
I would recommend RADIUS coaching to others					
Overall, I was satisfied with the support I received					

5. How likely are you to use RADIUS coaching in the future? (Select one choice)

- Very unlikely
- Unlikely
- Neutral/Not sure
- Likely
- Very Likely
- Don't know/No response

6. Finally, please provide us with any feedback you have on RADIUS coaching overall. (Open ended response)

Page 4: Collecting email for gift card draw

Thank you for completing the survey! In order to enter you into a draw for one of two \$100 e-gift cards, please provide your first name and email address below.

Note: the draw will take place on October 1st and the winner will be notified by email by October 4th.

First name _____ (optional)

Email address _____ (optional)

- I don't want to provide my email address and be entered into the draw

~~~~ Survey close ~~~~

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