



THE EMERGENCE OF POLICY INNOVATION LABS IN CANADA: CATALOGING GOVERNMENT LED LABS

SECOND EDITION
July 2019



Centre for Policy Innovation
and Public Engagement

**Ryerson
University**

Introduction

The purpose of this directory, and the Centre, is to create a community of practice that will connect policy innovators with other innovation lab professionals. Shining light on the activities and projects taking place in the innovation space will serve to build this community from within, as well as highlighting the successes of policy innovation for those working outside this space in academia, government, and industry. CPIPE serves as a platform where innovators can learn from one another and showcase their accomplishments, and promote the values of policy innovation on a larger scale.

Acknowledgements

This report was largely compiled through extensive outreach and collaboration with policy innovation lab practitioners across the country. We would like to thank all participating labs for taking the time to contribute to this report, and for their continued support and investment in policy innovation research.

The Centre for Policy Innovation and Public Engagement (CPIPE)

The Centre for Policy Innovation and Public Engagement provides a forum for the pursuit and promotion of interdisciplinary research, education, and professional applications relating to public policy innovation. The mission of the Centre is to promote collaborative, interdisciplinary research, teaching, learning, and partnership opportunities relating to innovative policy solutions around a range of topical, contentious, and difficult social issues.

The Centre for Policy Innovation and Public Engagements opens spaces for designers and consumers of public policy – governments, corporations, civil society organizations, communities, and citizen groups – to contribute to the policy process through participation in new policy co-creation methodologies, and in researching and designing new ways to think about policies.

For more information, visit ryerson.ca/cpipe.

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Centre for Policy Innovation
and Public Engagement

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Public Sector Innovation Garage, [Government of Nova Scotia](#)
Policy Innovation Hub, [Government of Ontario](#)

Canada Economic Development for the Quebec Regions' Incubator
Canadian Coast Guard Foresight & Innovation HUB (Coast
Guard Experimentation – CGX), [Canadian Coast Guard](#)
Environment and Climate Change Canada's Innovation and Youth
Engagement Division, [Environment Canada](#)
i.Hub, Health Canada
Impact and Innovation Unit, [Cabinet Secretary](#)
Innovation Lab - [Parks Canada](#)
OEE Social Innovation unLab (EE unLab), [Natural Resources Canada](#)
Policy Horizons Canada, [Policy Research Secretariat](#)
Service Insights and Experimentation (Pier SIX), [Immigration, Refugees and
Citizenship Canada](#)
Accelerated Business Solutions Lab, [Canada Revenue Agency](#)
Social Innovation Division, Settlement of Integration Policy, [Immigration,
Refugees and Citizenship Canada](#)
Innovation and Experimentation Team, [PCH](#)
Learning Lab
Innovation Centre, [Transport Centre](#)
Innovation Secretariat, [Compensation and Pay Administration](#)
Operations Planning and Performance Branch Research and Development
Centre, [Immigration, Refugees and Citizenship](#)
Blueprint 2020, [Immigration, Refugees and Citizenship Canada Secretariat](#)
Canada's Free Agents
Elections Canada Innovation Team
The Canadian Food Inspection Agency's Innovation and Idea Zone (the
i-Zone)
Innovation Zone (Office of the Chief Transformation Officer)
Creative Marketplace Lab on Data, Skills and Technology
Data Analytics and Modeling Team
Justice Partnership and Innovation Program, [Department of Justice](#)

EXECUTIVE SUMMARY

Governments across the world are embracing new and innovative ways to develop public policies and design public services. From crowdsourcing to human-centered design thinking and technological advancement, this trend in government innovation has led to the rise of the policy innovation labs (PILs) at all levels of government.

PILs are increasingly important in transforming public policy making and improving service delivery to citizens. Adopting a structure like that of a standard scientific laboratory, PILs test new methods and approaches to generate ideas, design policy, improve service delivery and modernize government administration. Despite the rise in popularity, PILs remain under researched and many are established without a clear understanding of their contribution to the policy and public administration community. Through this report, and in future research, CPIPE aims to address this knowledge gap, and create opportunities where policy innovators can make connections with their peers and learn about the current practices and applications of policy innovation from one another.

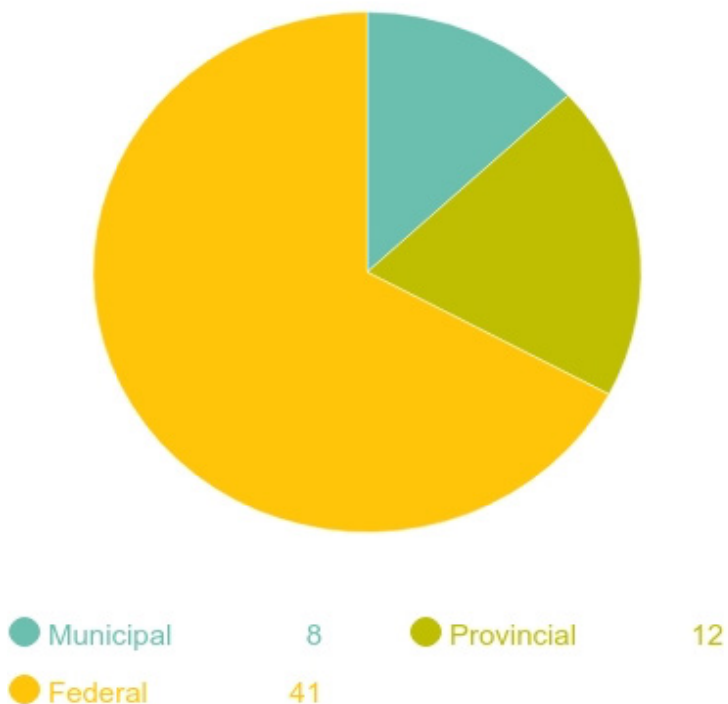
A snap-shot of government policy innovation labs in Canada today, one-pagers will profile the methodologies, approaches, projects and partners. The purpose of this report is to highlight government led policy innovations, and to build and strengthen connections between researchers, policymakers and policy innovators. Through a strengthened and sustained community of practice, we hope to see governments continue to embrace new approaches for effective policymaking.

This report is the second edition of The Rise of Policy Innovation Labs in Canada, published by CPIPE in September 2018. It was developed with the support of policy innovation labs across the country. The information gathered in this report will be used to inform future research on policy innovation labs in Canada. To learn more or to get involved, please contact [Professor Bryan Evans](#).

Chapter 1: TRENDS IN THE PIL LANDSCAPE



PIs by Jurisdiction



Approaches

- › Technology
- › Civic Engagement
- › Systemic Design
- › Human Centered Design
- › Research
- › Big Data & Data Analysis
- › Prototyping, Testing & Experimentation
- › Collaboration
- › Experiential Learning
- › Gender Based Analysis
- › Public Engagement
- › Strategic Foresight
- › Behavioural Design
- › Design Thinking
- › Evaluation
- › Lived Experience

Issues Being Addressed

- › Human Resources
- › Energy & Clean Technology
- › City Building
- › Service Delivery
- › Placemaking
- › Food & Agriculture
- › Civic Engagement
- › Environment & Sustainability
- › AI, Digital Policies & Technology
- › Procurement
- › Social Policy
- › Economic
- › Oceans and Fisheries
- › Housing
- › Health
- › Justice
- › Education
- › Indigenous Issues
- › Coast Guard
- › Youth

Areas of work

Policy Innovation
Service Delivery
Government Administration
Modernization
Program Design

Chapter 2:

MUNICIPAL LABS

1. CITYlab
City of Edmonton
2. CityStudio
City of Vancouver
3. Civic Innovation Lab YYC
City of Calgary
4. Civic Innovation Office Toronto
City of Toronto and Bloomberg Foundation
5. Digital Kitchener Innovation Lab
City of Kitchener
6. Guelph Lab
City of Guelph and University of Guelph
7. Innovate Barrie
City of Barrie
8. Laboratoire d'innovation urbaine de Montreal/
Montreal Urban Innovation Laboratory
Ville de Montreal/City of Montreal

CITYlab

Date Launched

2015



Mandate

CITYlab is about testing innovative ideas through small, tactical projects and activities that advance the urban planning conversation in Edmonton.

Location

Edmonton, AB

Website

https://www.edmonton.ca/city_government/initiatives_innovation/citylab.aspx

Contact

citylab@edmonton.ca

** CURRENTLY IN TRANSITION

Governance

Governed by the City of Edmonton

Scope

Municipal - Lab

Funding

City of Edmonton

CityStudio

Date Launched

2016

Location

Vancouver, BC

Website

<http://www.citystudiovancouver.com>

Contact

Janet Moore, Co-Director and co-founder

Janet.moore@citystudiovancouver.com

Duane Elverum, Co-Director and co-founder

Duane.elverum@citystudiovancouver.com



Mandate

CityStudio Vancouver is an innovation hub where city staff, students, faculty and community work together to design experimental projects that make Vancouver more sustainable, liveable and joyful. Launched in 2011 by Dr. Janet Moore and Duane Elverum, CityStudio is a collaboration between founding partners City of Vancouver and Simon Fraser University, as well as the University of British Columbia, Langara College, British Columbia Institute of Technology, Emily Carr University of Art and Design, and Native Education College.

Governance

Governed by the City of Vancouver, and its secretariat: the Vancouver Economic Commission. CityStudio is a collaboration between the City of Vancouver and the city's public postsecondary institutions, and was founded by representatives from Simon Fraser University and UBC.

Scope

Municipal - Lab

Funding

Operates out of the City of Vancouver, but has funding partners as listed in Clients/Partners.

Clients/Partners

City of Vancouver; Simon Fraser University; UBC Langara College; Emily Carr University of Art and Design; BCIT; Vancouver Community College; Native Education College; The Vancouver Foundation.

**Special Acknowledgement to Vancity and the JW McConnell Family Foundation.

Current Projects

Community Hub: aimed to build trust in the community by providing space for citizens to meet, connect, collaborate, and engage.

Studio Courses: a studio-based education program for students from partner schools, where students can work directly with City staff to research, design, and implement experimental projects, through which they can develop job skills, experience group process, and build networks.

Campus Courses: connecting faculty/students with the City to create and deliver community projects.

Project Development: dialogues hosted to identify and scope projects that innovate and align with City priorities with the aim of shifting culture at City Hall, which later becomes the focus in Studio and Campus Courses.

Global Sharing: teaching the CityStudio model with other cities through the Art of Cities conference, speaking events, and workshops.

Approach to Policy Innovation

Promotes launching experimental projects that are co-created with City staff, school faculties, students, and community members to address urban problems, and contribute to collective impact. Also promotes a global culture shift.

Policy Areas

CityStudio has three main program areas: studio and campus courses, project development with city staff and a global sharing initiative designed to grow movement of city-campus collaboration. To date, six CityStudios have launched across Canada in Vancouver, Victoria, Abbotsford, Brantford, Waterloo and Corner Brook, as well as two in Australia.

Civic Innovation YYC

Date Launched

2016

Location

Calgary, AB

Website

<https://calgary.ca/civicinnovationyyc>

Contact

civicInnovation@calgary.ca



Mandate

Civic Innovation YYC exists to catalyze collaboration across City departments and with other stakeholders in service of solving some of Calgary's most complex challenges.

Civic Innovation YYC is aligned with Calgary City Council Directive W4: "We need to recognize that we miss opportunities for innovation because of a culture of risk avoidance. We need to create a culture, that embraces appropriate risk, innovation, experimentation, and lessons learned as opportunities to improve"

Governance

Operates out of City of Calgary, with physical space at Calgary's City Hall.

Scope

Municipal - Lab

Funding

Funded by the City of Calgary

Clients/Partners

Clients: Internal City Groups

Partners: Civic Tech groups, Academic Institutions (e.g. Mount Royal University) industry consortia (e.g. Alberta Blockchain Consortium)

Current Projects

Gender Based Analysis Plus

Water Innovation

Policy Areas

Civic Innovation YYC works with City Groups who are looking to increase their capacity for innovation and/or explore problems or opportunities in a new way. This is done by applying innovation insights, diverse collaboration and connectivity (including in-person sessions and online collaborative tools), and experiential learning.

Past topics explored include:

- ›Smart City Technologies Made Human
- ›Gender Based Analysis Plus Pilot Projects
- ›An Accessible City: improving accessibility in Calgary for citizens
- ›Voter Experience: improving voter experiences for municipal elections to improve turnout
- ›Storm Pond Sediment: reducing cleaning and disposal costs associated with stormwater ponds
- ›A Vibrant, Safe Intersection: improving the safety and experience of Macleod Trail and 7th Ave SE

Approach to Policy Innovation

We speak to 'challenges' and 'opportunities', which represents a theme, topic, or area of focus. The outcome of the program's work may be the identification of policy gaps and or recommendations to enhance City services or organizational capacities for innovation.

The lab is also promoting co-creation and collaboration with citizens, volunteer groups, post-secondary institutions, non-profits, businesses, and industry groups.

Civic Innovation Office

Date Launched

2017



Location

Toronto, ON

Website

<https://www.civicinnovation.to/>

Contact

Governance

Operates out of the City of Toronto

Scope

Municipal - Lab

Funding

Bloomberg Philanthropies

Clients/Partners

- ›Chief Corporate Officer
- ›Chief Information Office
- ›Executive Director of Financial Planning
- ›Chief Purchasing Official
- ›311 Toronto

Mandate

The Civic Innovation Office helps create a more responsive government, one that acts quickly and meaningfully on behalf of the people it serves.

It serves to improve Toronto services using tech, data analysis and design thinking; facilitate collaboration across city divisions and with external partners; and introduce an agile approach to addressing complex city challenges.

Current Projects

Next project coming soon!

Answering the Call: Design, build and pilot a more responsive model for 311 information requests.

Policy Areas

Focus on improving service delivery through digital transformation. The Civic Innovation Office works with City divisions on a project for 16 weeks to deliver solutions.

Approach to Policy Innovation

Utilize concepts like design thinking, human centered design, data analysis, and tech solutions as a means of addressing complex urban challenges, and create a space to break down silos, engage with citizens, and test new ideas.

- ›Barriers are removed between residents and available resources, especially for those that really need them.
- ›Positive interactions between residents and their government.
- ›A data-driven approach to identify emerging issues and deliver holistic services.
- ›Equitable opportunities for residents to access services and engage with civic issues.
- ›Residents feel personally connected to their neighbourhood and city.

Digital Kitchener Innovation Lab

Date Launched

2017

Location

Kitchener, ON

Website

<https://www.kitchener.ca/en/city-services/digital-kitchener-innovation-lab.aspx>

Contact

Karl Allen-Muncey, Lab Director
Karl.Allen-Muncey@kitchener.ca

Mandate

The lab operates as a place where start-ups, large organizations, and the city collaborate and develop technological solutions for complex city-related problems. The mandate is rooted in four primary innovative initiatives:

- ›Efficiency
- ›Insight
- ›Cost
- ›User experience

Governance

Created in partnership with the City of Kitchener and Communitech, a tech incubator. The lab operates by city staff and co-op student.

Scope

Municipal and regional civic issues - Lab

Funding

Funded by the City of Kitchener; \$300,000 'Smart City' Pilot Project Fund, and the city's Economic Development Reserve Fund for Digital Kitchener.

Lab space will be provided in kind by Communitech.

Future scaling up and cost reductions will be funded by municipal partnerships and corporate sponsorships.

Clients/Partners

Communitech

Approach to Policy Innovation

Applying and developing new and technologically innovative solutions to civic issues.

Policy Areas

The lab focuses on strengthening the Toronto-Waterloo Region Corridor, a hub for technology and innovation. The lab is also focuses on addressing civic problems from a technological perspective.

Guelph Lab

Date Launched

2016

Location

Guelph, ON

Website

N/A

Contact

Blair Labelle

Blaire.labelle@guelph.ca

Governance

Co-directed by the General Manager of IT and Innovation at the City and the Director of the Community Engaged Scholarship Institute at the University.

Scope

Municipal, Guelph based community issues - Lab

Funding

Funded by the University of Guelph and the City of Guelph

Clients/Partners

N/A

Mandate

The Guelph Lab supports innovation within the University of Guelph and the City of Guelph, linking the City initiatives to research and teaching at the University.

Current Projects

City of Guelph roundtables: Experimenting with different methods for developing policies, programs, and services.

Active Citizen project: Links University research/ resources with City initiatives to engage citizens in city governance.

Procurement Lab: Supports the City's IT department to design alternative procurement processes for innovative technology solutions to create business development opportunities for companies working in 'Civic Tech'.

Approach to Policy Innovation

The building of small teams to design, develop, and test ideas for research, training, and experimentation, in the interest of addressing complex challenges within the community.

Policy Areas

Largely focused on open governance projects, citizen engagement, and social policies within the City of Guelph.

Innovate Barrie

Date Launched

2013

Location

Barrie, ON

Website

<https://www.barrie.ca/City%20Hall/Departments/StrategicPortfolios/Pages/InnovateBarrie.aspx>

Contact

Rhonda Bunn, Executive Director
Rhonda.bunn@barrie.ca

Governance

Operates out of the City of Barrie

Scope

Municipal - Lab

Funding

Funded by the City of Barrie

Clients/Partners

City of Barrie Departments
City of Barrie Citizens

Mandate

Innovate Barrie helps the City achieve greater efficiencies, increase productivity, and improve service. Innovate Barrie combines people, process and technology to leverage skills and expertise required to engage and move the organization forward.

Current Projects

- ›SAP Implementation
- ›Staff Strategic Planning
- ›Application and License Implementation Citizen
- ›Relationship Management software implementation
- ›Policies on Cannabis
- ›Health and Safety in the Workplace
- ›Portfolio Management
- ›Change Management
- ›Innovation and Six Sigma Training and Methodology
- ›Workforce Management Processes and Software
- ›Continuous Improvement including process re-engineering, labour relations,
- ›Municipal Innovation Community (MIC)
- ›MIX – Municipal Innovation Exchange with Ontario Buys and City of Guelph and City of London

Approach to Policy Innovation

Internal innovation and utilizing technology to improve service delivery through improved productivity and engagement with staff.

Policy Areas

Innovate Barrie is focused on human resources, the Centre for Continuous Improvement, Innovation and information technology.

Laboratoire d'innovation urbaine de Montreal

Date Launched

2014

Location

Montreal, QC

Website

<http://villeintelligente.montreal.ca/en>

Contact

villeintelligente@ville.montreal.qc.ca

Governance

Operates out of the Smart and Digital City Office,
City of Montreal

Scope

Municipal - Lab

Funding

City of Montreal

Mandate

The mission of Laboratoire d'innovation urbaine de Montreal is to lead transformational projects that affect every aspect of life here, whether they involve government, infrastructure, public services or social issues.

Laboratoire d'innovation urbaine de Montreal has nine key focus areas: develop the telecommunications network; champion open data; upgrade technological architecture; co-develop solutions with the community; optimize travel; grow available digital services; develop sites for innovation and learning; reinforce a culture of transparency and accountability; and promote a burgeoning state-of-the-art sector.



Current Projects

Smart Cities Challenge: Proposal that focuses on efforts in engagement and mobilization that aim to constantly integrate citizen expertise in our projects; a collaborative governance model that proposes new tools to incorporate and formalize citizen input; and approach for measuring impact that gathers and learns from citizen perceptions in order to measure results for continuous adaptation.

City of Montreal has been awarded the \$50M Prize Category of the Smart Cities Challenge.

Approach to Policy Innovation

Technology as a tool and opportunity for citizen participation and input, more effective solutions, and new improved services.

Policy Areas

Policy areas of focus are urban mobility, direct services to citizens, quality of life, the democratic process and economic development.

Chapter 3:

PROVINCIAL LABS

1. Alberta CoLab
Government of Alberta
2. BC Government Continuous Service Improvement (CSI) Lab
Government of British Columbia
3. Behavioural Insights Unit
Government of Ontario
4. Innovation Saskatchewan
Government of Saskatchewan
5. New Brunswick Public Innovation Lab
Government of New Brunswick
6. Nova Scotia GovLab
Government of Nova Scotia
7. Public Sector Innovation Garage
Government of Nova Scotia
8. Policy Innovation Hub

Alberta Co-Lab

Date Launched

2014

Location

Edmonton, AB

Website

N/A

Contact

Brent Wellsch

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Jesse Toor

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Keren Perla

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Governance

Operates out of the Department of Energy,
Government of Alberta

Scope

Provincial, but has a pan-Canadian stretch - Lab

Funding

Funded by the Government of Alberta

Clients/Partners

- Other regional labs, particularly Energy Futures Lab and the Skills Society Action Lab.
- MaRS
- McConnell Foundation
- United Nations Development Program
- Other provincial governments (Manitoba, Nova Scotia, Yukon).

Mandate

Alberta CoLab leads the application of new and emerging methodologies for policy and strategy development (including Systemic Design, Strategic Foresight and Lab practices) to assess the current and emerging energy landscape and better address complex and/or long-term structural changes across the energy system.

Current Projects

Energy Transition Lab Projects

Systemic Design/Strategic Foresight Intensive Training

Energy Futures Lab Partnership

University of Alberta Industrial Research Chair Partnership

Systemic Design eXchange: a CoP convened by the Alberta CoLab and the Skills Society Action Lab (based in Edmonton) that gathers community-based practitioners and connects people interested in using systems thinking, design thinking, etc. to tackle real-world challenges.

Policy Areas

Focused entirely on the Alberta energy sector, but advises work in other sectors. Aimed at promoting energy transitions through social and technological innovations.

Approach to Policy Innovation

Encompasses both the “what” (the policy instrument or artifact that gets created) and the “how” (the processes and tools by which policy is created and developed). ‘Catalyst, not a bottleneck’: want to build innovation capacity within the whole organization Alberta CoLab has 3 streams of operation:

- Project work: consulting, research and testing on projects related to longer-term energy transition, this includes cross-sector collaboration.
- Capacity building for internal staff on innovation methodologies: Communities of practice, intensive training series, toolkits, mentorships
- Field-building: contributing thought leadership to the fields of social innovation, systemic design and strategic

BC Government Continuous Service Improvement Lab

Date Launched

2016

Location

Victoria, BC

Website

N/A

Contact

CSILab@gov.bc.ca

Governance

Operates out of the Government of British Columbia

Scope

Provincial - Lab

Funding

Funded by the Government of British Columbia

Clients/Partners

In development. Working towards formal collaboration with the Federal government. Code sharing and outreach to other Canadian governments.

Mandate

Continuous Service Improvement (CSI) Lab is a creative space where multi-disciplinary teams of public servants can learn new ways of working using technology as an enabler to build a modern public

Current Projects

Sprint with Us/Code with Us: A fundamentally new way of procuring talent to provide IM/IT solutions, including Agile teams, such that work can start in a fraction of the time.

Blockchain: Empowering BC businesses with a locally issued trusted digital identity that can be used globally.

BC Data Catalogue: Improving the usage of government data

Climate Action Secretariat: A web-application to provide reliable access to a database for BC's industrial greenhouse gas

Mines Digital Services: Transparent mining lifecycle

Environmental Assessment Office: Provides citizens, Indigenous groups and stakeholders with access to centralized information and the ability to participate in and provide feedback on environmental assessments

Public Review and Comment: A service that will improve the way people learn about and provide comments on proposed natural resource activities.

Range: Modernizing management planning for grazing on Crown rangeland.

Approach to Policy Innovation

Discovering better ways to design public services, particularly using digital solutions, the CSI Lab is identifying opportunities to modernize the BC Government. As the early adopters build new approaches, and methods are tested and proven, new policies are needed or existing policies require adaptation.

Policy Areas

Influence on emerging digital government policies through designing improved service delivery (e.g. IT procurement, Developer Operations, Open Source, API first, hiring, organizational development, citizen engagement)

Behavioural Insights Unit

Date Launched

2013, officially launched in 2015 as part of the Government of Ontario's Centre of Excellence for Evidence Based Decision Making

Location

Toronto, ON

Website

<https://www.ontario.ca/page/behavioural-insights-ontario-update-report-2018>

Contact

Biu.tbs@ontario.ca

Governance

Operates out of the Treasury Board Secretariat at the Government of Ontario.

Scope

Provincial - Business Unit

Funding

Funded by the Government of Ontario

Clients/Partners

Has delivered pilot projects in collaboration with various Ontario ministry and broader public sector partners, and collaborated on pilot projects with Behavioural Economics in Action at Rotman Centre (BEAR).

Mandate

BHU designs, tests and implements simple, cost-effective solutions that improve programs using behavioural design and an evidence-based, people-centered approach.

Current Projects

Several pilot projects are underway, ranging from online channel shifting, to increasing uptake of a program or service, to increasing regulatory compliance. For example, the BIU is working with the Ministry of Education to explore opportunities to improve overall health and safety compliance across Ontario's licensed child care centres, in order to improve services for children and families, reduce administrative burdens and increase government efficiency.

Policy Areas

As a centrally located resource, the BIU works across provincial policy areas (e.g., health, justice, social services, licensing).

Innovation Saskatchewan

Date Launched

2009

Location

Saskatoon, Sk

Website

<https://innovationsask.ca>

Contact

Andy Melnyk, Director

andy.melnyk@innovationsask.ca

Governance

Agency of the Government of Saskatchewan

Scope

Provincial - Lab

Funding

Funded by the Government of Saskatchewan

Clients/Partners

- › Canadian Light Source (CLS)
- › Vaccine & Infectious Diseases Organization (VI-DO-InterVAC)
- › Petroleum Technology Research Centre (PTRC)
- › International Minerals Innovation Institute (IMII)
- › SK Health Research Foundation (SHRF)
- › Co.labs Technology Incubator
- › SK Research Council (SRC)
- › Prairie Agriculture Machinery Institute (PAMI)
- › Ag-West Bio
- › SK Food Industry Development Centre



Mandate

Innovation Saskatchewan is an agency of the Government of Saskatchewan that provides recommendations and strategic direction in areas related to research, development, science and technology. IS funds various research programs important to the province's innovation economy, as well as technology incubators that assist tech start-ups with the commercialization of new technologies. IS also facilitates in the co-ordination of the province's innovation activities.

Current Projects

Saskatchewan Technology Start-up Initiative: A tax credit to encourage investment in early-stage technology start-ups

Co.Labs Incubator: Technology incubator for start-ups

Innovation Challenge: A program that harnesses the ideas and expertise of start-up technology companies, together with government, to rapidly solve public sector challenges and create enhanced citizen experiences.

Made in Saskatchewan Technology (MIST): A program that connects the Provincial Government to Saskatchewan technology-based companies whose products may improve Government service delivery.

Approach to Policy Innovation

- › Applying and developing new and technologically innovative solutions to government service delivery.
- › Creating space to foster innovation and technology development in the economy.

Policy Areas

- › Science and Technology
- › Economic Development
- › Government innovation and improvement to service delivery

New Brunswick Public Innovation Lab

Date Launched

2018

Location

Fredericton, NB

Website

N/A

Contact

Nick Scott

nick.scott@gnb.ca

Governance

Operates out of Executive Council Office in the Government of New Brunswick

Scope

Provincial - Lsb

Funding

Funded by the Government of New Brunswick

Clients/Partners

NouLab

Mandate

NB Public Innovation Lab models an open and collaborative government workplace that provides all Government of New Brunswick employees with the resources to try new things and improve the programs and services offered to the citizens of New Brunswick.

Current Projects

- › Internship Program
- › Public Innovation Challenge
- › Innovation Workshops

Approach to Policy Innovation

Human centered design, strategic foresight, systems thinking

Policy Areas

Complex social and economic challenges that could benefit from increased cross departmental and cross sectoral collaboration.

Nova Scotia GovLab

Date Launched

2017



Location

Halifax, NS

Website

<https://novascotia.ca/govlab/>

Contact

NSGovLab@novascotia.ca

Governance

Operates out of the Government of Nova Scotia,
Department of Seniors

Scope

Provincial - Lab

Funding

Funded by the Government of Nova Scotia

Clients/Partners

Our fellows are selected from:

- ›Public sector
- ›Private sector
- ›Non-profit / community sector
- ›Academia
- ›Passionate individuals

Mandate

A social innovation lab focused on innovating policies, programs, products and services that address complex issues associated with an aging population. The goal four main goals of NS GovLab are:

- ›Developing a deeper understanding our aging population
- ›Building and testing prototypes to support our aging population
- ›Creating connections and networks
- ›Establishing a community of engaged social innovators

Current Projects

NS GovLab fellowship: Work with fellows from across all sectors (public, private, academic, community and engaged citizens) to generate ideas, make ideas into prototypes, test prototypes in the real world, and share learnings.

Approach to Policy Innovation

- ›Solving complex policy problems from a systems based approach.
- ›Understanding systems and developing design thinking and human-centred design skills for creating and testing ideas in policy, program, product, service, process, and more.
- ›Build and test prototypes to test and develop policies, programs, and services.

Policy Areas

Focused on an aging population as a systemic issue. The lab works towards redesigning the current system to better reflect the realities of Nova Scotia's aging population.

Public Sector Innovation Garage

Date Launched

2018

Location

Halifax, NS

Mandate

The Public Sector Innovation Garage is an IBM collaborative initiative and dedicated creative space that will enable a new approach to deliver public sector programs.

Governance

Operates out of the Government of Nova Scotia, Internal Services

Scope

Provincial - Lab

Clients/Partners

- ›IBM
- ›SAO
- ›Microsoft
- ›Apple
- ›Nova Scotia Community College

Approach to Policy Innovation

Focused on new solutions by leveraging artificial intelligence, analytics, blockchain, internet, etc.

Policy Innovation Hub

Date Launched

November 2016 (originally Policy Innovation and Leadership Secretariat, since 2001)

Location

Toronto, ON

Website

N/A

Contact

Karl Frost, Director

karl.frost@ontario.ca

Ryan Boyd, Manager

ryan.boyd@ontario.ca

Policy Innovation Hub

policyinnovation@ontario.ca

Governance

Operates out of the Government of Ontario's Cabinet Office.

Scope

Provincial - Lab

Funding

Funded by the Government of Ontario.

Clients/Partners

Partners with other Ontario ministries and the Brookfield I

Mandate

The Policy Innovation Hub is a free, in-house consulting team in Cabinet Office that partners with ministries to provide hands-on support, training, and flexible resources.

Current Projects

- ›Reducing burden and red tape in several sectors.
- ›Improving experiences Ontarians have with several government programs.
- ›Redesigning internal processes that affect policy development and implementation.
- ›Thought leadership on policy innovation available to all OPS employees, including a policy toolkit, training courses and materials, and the new flagship Policy Principles project.

Policy Areas

- ›Modernizing government policies, programs, and services.
- ›Improving integration between ministries to improve government services.
- ›Reducing burden and red tape on the people, organizations, and communities in Ontario.

Approach to Policy Innovation

Vision: Work with ministries to develop effective policy and achieve a sustainable impact for people, organizations, and communities in Ontario.

Mission: Seek out, apply and share the best skills, tools and insights to address policy and delivery challenges.

The Hub has three main practice areas; Strategy + Strategic Foresight; Systemic Design; and Service Design. These practice areas deliberately enable the Hub to zoom out to the system level and zoom in to people, organizations, and communities – or somewhere in between. Collaboration, investigation, iteration, and evaluation underpin each practice area.

Chapter 4:

FEDERAL LABS

1. Canada Economic Development for the Quebec Regions' Incubator
2. Canadian Coast Guard Foresight & Innovation HUB (Coast Guard Experimentation – CGX), [Canadian Coast Guard](#)
3. Environment and Climate Change Canada's Innovation and Youth Engagement Division, [Environment Canada](#)
4. i.Hub, Health Canada
5. Impact and Innovation Unit, [Cabinet Secretary](#)
6. Innovation Lab, [Parks Canada](#)
7. Office of Energy Efficiency Social Innovation unLab (EE unLab), [Natural Resources Canada](#)
8. Policy Horizons Canada, [Policy Research Secretariat](#)
9. Service Insights and Experimentation (Pier SIX), [Immigration, Refugees and Citizenship](#)
10. Accelerated Business Solutions Lab, [Canada Revenue Agency](#)
11. Social Innovation Division, Settlement of Integration Policy, [Immigration, Refugees and Citizenship Canada](#)
12. Innovation and Experimentation Team, [PCH](#)
13. Learning Lab
14. Innovation Centre, [Transport Centre](#)
15. Innovation Secretariat, [Compensation and Pay Administration](#)
16. Operations Planning and Performance Branch Research and Development Centre, [Immigration, Refugees and Citizenship](#)
17. Blueprint 2020, [Immigration, Refugees and Citizenship](#)
18. Canada's Free Agents
19. Elections Canada Innovation Team
20. The Canadian Food Inspection Agency's Innovation and Idea Zone (the i-Zone)
21. Innovation Zone (Office of the Chief Transformation Officer)
22. Creative Marketplace Lab on Data, Skills and Technology
23. Data Analytics and Modelling Team
24. Justice Partnership and Innovation Program, [Department of Justice](#)

Canada Economic Development for the Quebec Regions' Incubator

Date Launched

2019

Location

Montreal, QC

Website

N/A

Contact

Diego.dube@canada.ca

Governance

Operates out of Community Economic Development, Government of Canada

Scope

Quebec - Lab

Funding

Financed internally through our A-base funding.

Clients/Partners

Internal clients (CED employees)

Employees suggest potential areas of improvement or opportunities that should be explored. The Incubator analyses these with the client. It then experiments non-traditional solutions using an agile and inclusive project delivery method. At the end of the process, when the new product or service is ready to deploy, the incubator sees that the inherent responsibilities are smoothly transferred to the team identified as being the owner of the solution.

Mandate

To develop, through experimentation, new products and services that CED can integrate into its day-to-day activities to increase the satisfaction of its clients, its employees... or both.

Current Projects

- › One-stop shop for all corporate services
- › Collaborative digital tool for sharing innovation ideas
- › Digital tool for employees to take notes directly in the clients' profile in a fast and secure fashion
- › Speech-to-text tool to transcribe client interviews

Approach to Policy Innovation

The incubator's approach to policy innovation is by enhancing the Agency's efficiency, making it easier for employees to work in a digital manner, having a higher level of clients' satisfaction and employees happiness at work, etc. In other words, we innovate in the "back office" of the policy development and delivery.

Policy Areas

3 areas of focus : Processes, Tools & technologies, People & culture

Canadian Coast Guard Foresight & Innovation HUB (Coast Guard Experimentation – CGX)

Date Launched

2017

Location

Ottawa, ON

Website

N/A

Contact

Will Murray, Manager

DFO.CCGInnovationGCC.MPO@dfo-mpo.gc.ca

Governance

Operates out of the Canadian Coast Guard, Government of Canada

Scope

Federal - Lab

Funding

Funded by the Government of Canada

Clients/Partners

Academia, Industry, various government departments

Mandate

Responsible for designing, planning, and implementing the strategy for innovation and experimentation for the Coast Guard.

We endeavour to capture, accelerate, and broker various innovations and ideas in relation to organizational requirements, where the return on investment is expected to result in improvements for the Coast Guard of the future, and/or contribute to improvements with respect to addressing domestic and international priorities, such as climate change.

We manage and support the organization's commitment to federal innovation programs such as Innovative Solutions Canada, while also working internally through the Innovation and Experimentation Program designed to focus on novel solutions to operational and priority driven challenges or problems.

Policy Areas

Future Planning and Strategic Policy, in concert with program and priority areas including: greening, safety, environmental response, coastal resilience, security, digital transformation (technology), ice services, science support, workforce and human factors, branding, and indigenous considerations. We also facilitate external innovation in cooperation with larger federal initiatives such as the Innovative Solutions Canada and the Build in Canada Innovation Program.

Approach to Policy Innovation

Working in collaboration with Coast Guard operations and program areas CGX takes on a facilitation role where policy innovation is the final phase to be actioned, depending on outcomes from experimental trials of new and novel solutions.

Environment and Climate Change Canada's Innovation and Youth Engagement Division

Date Launched

2018



Mandate

Grow a sustainable innovation eco-system and build meaningful engagement of youth to support ECCC's mandate.

Location

Gatineau, QC

Website

N/A

Contact

Sunny Uppal, Director

Sunny.uppal@canada.ca

Governance

Operates out of Environment and Climate Change Ministry, Government of Canada

Scope

Federal - Business Unit

Funding

Funded by the Government of Canada

Clients/Partners

The IYED serves clients in all branches across ECCC.

Current Projects

- ›Implementing Beyond2020
- ›Implementing the Experimentation Direction for Deputy Heads
- ›Supporting the Deputy Ministers Task Force on Public Sector Innovation by hosting a Government of Canada Entrepreneur
- ›Providing departmental access to Behavioral Insights and Design Thinking experts
- ›Internal youth network
- ›External youth advisory group
- ›Departmental Innovation Fund

Approach to Policy Innovation

Specialists and advice; a bridge to external experts; learning opportunities; help identifying and leveraging resources

Policy Areas

- ›Incenting change by providing opportunities, such as a Dragons' Den on single-use plastic reduction, and resources, such as Behavioral Insights and Design fellows, to support innovation at ECCC;
- ›Implementing whole of government drivers such as Beyond2020 and Experimentation Direction for Deputy Heads
- ›Building capacity by providing expert advice, developing external partnerships, and organizing learning opportunities.
- ›Build lasting and meaningful engagement of youth

i.Hub

Location

Ottawa, ON



Website

N/A

Contact

Jenni Bennett-Gilmour

Governance

Operates out of Health Canada and the Public Health Agency of Canada

Scope

Federal - Lab

Funding

Funded by the Government of Canada

Clients/Partners

- ›DGs and ADMs
- ›Canada School of Public Service
- ›Other innovation labs

Mandate

i.Hub helps teams innovate, build team capacity for innovation, shift culture.

Policy Areas

Health policy

Internal policy and transformation

Current Projects

Corporate services clients: reimagining HR advice, corporate learning, employee engagement and ATIP user experience.

Program clients: reimagining PS / university collaboration (social data), primary health care stations in First Nations communities, communications around new Health Accord

Public Service clients: reimagining social statistics (STC), innovation priorities for QC Federal Council, 2016 gathering of QC managers' network, CRA managers meeting (QC)

Design thinking curriculum: 10-module series applicable to engagement and project work distributed to NRCan Free Agent program.

*Collaboration / co-creation with CSPA upcoming.

Approach to Policy Innovation

Design thinking, facilitation, strategic thinking and leadership development skills

Impact and Innovation Unit

Date Launched

N/A; formerly the PCO Innovation Hub



Location

Ottawa, ON

Website

<https://impact.canada.ca/>

<https://www.canada.ca/en/innovation-hub.html>

Contact

Rodney Ghali, Assistant Secretary to the Cabinet

Rodney.Ghali@pco-bcp.gc.ca

Chad Hartnell, Director of Operations

Chad.Hartnell@pco-bcp.gc.ca

Clients/Partners

The IIU works with a diverse range of federal departments and other partners to advance policies and programs that matter to Canadians. Some government departments and non-governmental organizations who collaborate with the IIU include:

Agriculture and Agri-Food Canada; Atlantic Canada Opportunities Agency; Behavioural Insights Team; Canadian Heritage; Canadian Northern Development Agency; Canada Mortgage and Housing Corporation; City of Toronto; Correctional Services Canada; Crown-Indigenous Relations and Northern Affairs Canada; Department of Fisheries and Oceans; Department of National Defence; Department for Women and Gender Equality; Employment and Social Development Canada; Environment and Climate Change Canada; Global Affairs Canada; Health Canada; Indigenous Services Canada; Infrastructure Canada; MaRS Centre for Impact; Investing Mission Measurement; Natural Resources Canada; Nesta; Public Health Agency of Canada; Public Safety Canada; Rideau Hall Foundation; Royal Canadian Mounted Police; Treasury Board Secretariat; University of Toronto Rotman School of Business – BEAR

Governance

Operates out of Privy Council Office, Government of Canada

Scope

Federal – Business Unit

Funding

Funded by the Government of Canada

Mandate

The Impact and Innovation Unit (IIU) is driving a shift in the way that the Government of Canada uses new policy and program tools to help address complex public policy challenges. With a focus on “the how”, the IIU supports departments to build results-driven approaches that aim to improve outcomes for Canadians.

Through its flagship initiative, Impact Canada, the IIU focuses on improving outcomes for citizens using a set of innovative instruments (e.g., challenge prizes, pay-for-success, behavioural insights) designed to achieve greater public value in program and service delivery. In general, we seek to engage a diverse range of actors to help solve societal problems, focus on initiatives and experiments that lend themselves to measuring impact in a rigorous way, and strive to maintain high standards and validity in applying these instruments.

Current Projects

For a list of current IIU projects, please visit: impact.canada.ca. Some example projects include:

- › Smart Cities Challenge Program Stream
- › Clean Tech Impact Program Stream
- › Responding to Canada’s Opioid Crisis
- › Indigenous Homes Innovation Initiative
- › Whale Innovation Challenge
- › Canada Learning Bond

Policy Areas

The IIU focuses on three main categories of work:

- › Systems-level actions that are helping to accelerate the adoption of innovative, outcomes-based approaches.
- › Pathfinder projects which address barriers to innovation and experimentation and improve results through a series of targeted initiatives to implement Impact Canada.
- › Signature initiatives designed to help revitalize our workforce, build new skillsets, and continue to strengthen leadership at all levels of the public service.

Innovation Lab

Date Launched

2013



Location

Gatineau, QC



Website

<https://gcconnex.gc.ca/groups/profile/4459430/parks-canada-innovation-lab-laboratoire-dinnovation-de-parcs-canada?language=en>



Contact

Gabrielle Lizée-Prynne, Innovation Lab Officer
gabrielle.lizee-prynne@canada.ca

Governance

Operates out of Parks Canada, Government of Canada

Scope

Federal - Lab

Funding

Government of Canada

Mandate

Innovate and collaborate to address how to improve our workplaces and how to improve service delivery. The themes for these labs were developed based on input from Parks Canada team members who considered emerging issues in how we do our work and the future direction of the Agency.

Current Projects

Innovation training and learning opportunities: The Lab is currently offering workshops in Parks Canada places and field units. We are developing a strategy to address the need for better tools allowing PC members to innovate in their day to day job. We want to demystify what “innovation” means and give members a chance to work on concrete field related scenarios.

Innovative Solutions Marketplace: A virtual space to share existing solutions and best practices from the Agency that may help employees work better. It is also a way to submit a challenge and get tools, resources and assistance in finding a solution.

Innovation Library: A virtual library with tools and articles to help team members meet the challenges they face and spark inspiration. These resources come from a variety of sources whose validity and credibility are verified.

Innovators of Parks Canada: This initiative allows team members to share their opinions, ideas and practices in order to encourage a culture of innovation within the Agency. Topics include how they innovate in their work, why they think innovation is important within the Agency and what innovation means to them.

Parks Canada Innovation Agents: Through this virtual community, the Innovation Lab aims to facilitate the sharing of information on topics related to innovation, experimentation, continuous improvement, change management, leadership and more. Members have the opportunity to see proposals for projects and products from the Innovation Lab, to provide comments and shape their development. They can also reach out to our virtual community when looking for a specific contact person or best practice.

Approach to Policy Innovation

Develop innovative solutions to operational challenges, to increase professional development opportunities, to develop effective strategies to promote better work–life balance, and to implement transformation initiatives.

Policy Areas

- › Human Resources
- › Focused on innovative solutions for operational challenges and transformation initiatives

Office of Energy Efficiency Social Innovation un-Lab (EE unLab)

Date Launched

2016

Location

Ottawa, ON

Website

<https://medium.com/ee-unlab>

Contact

John Kenney, Manager, Social Innovation

john.kenney@canada.ca

Governance

Operates out of Natural Resources Canada,
Government of Canada

Scope

Energy Efficiency, National - Lab

Funding

Government of Canada

Clients/Partners

Partners and stakeholders include:

OEE policy and program teams; other federal departments, agencies, hubs and labs; First Nation communities; provincial/territorial/municipal authorities; sustainability managers and networks; industry and businesses; citizens; consumers; philanthropic foundations and funding networks; social enterprises and social impact start-ups; social innovation networks, hubs, labs, incubators and accelerators; digital and open government organizations; and networks and service organizations.

Mandate

Office of Energy Efficiency (OEE) established a Social Innovation team and service to test an embedded and collaborative innovation model and amplify energy efficiency and low carbon transportation policy and service impacts in Canada.

Current Projects

OEE Digital Services and Data Strategies:

Understanding and improving digital and data readiness, transitioning to digital service delivery, and putting digital principles in practice

ENERGY STAR 'A.I. Detective': Using AI and machine learning to identify misuses of the ENERGY STAR logo by retailers, understand the scope of the issue, and target non-compliance.

Energy Efficiency Rewards: Engaging Canadians on their smartphones via Carrot Rewards and offering points-based incentives to boost energy efficiency awareness and actions.

Home Energy Labeling & Reporting

Experimentation: Improving UX of OEE services and tools, related uptake and impacts.

Vehicle Labeling & Purchasing Behaviour

Experimentation: Understanding consumer behaviour and how auto manufacturers perceive fuel efficiency to inform service innovation.

The Sentinels Foresight & Scanning Club: How change drivers and enablers affecting energy use might challenge our assumptions and generating insights to inform policy and opportunities.

Policy Areas

Energy efficiency; digitalization of energy, energy demand, and energy efficiency; low carbon transition; climate change mitigation

Approach to Policy Innovation

EEunLab is characterized as “unlab” in part because of the connotations that “lab” brings for fellow public servants. For example, assumptions that it’s the lab’s responsibility alone to innovate. That’s not the mindset and approach EEunLab promotes and practices. It’s about turning the lab inside out and meeting colleagues, citizens, and stakeholders where they’re at and weaving innovation and experimentation into the fabric and culture of the OEE and beyond, together.

Demonstrate what that looks and feels like, we work with partners in and out of government to put innovation and experimentation in practice via a series of projects and a mixed methods approach, including service design, lean, behavioural insights, foresight, randomized control trials, and multi-sectoral partnerships.

Policy Horizons Canada

Date Launched

1996, as the Policy Research Secretariat;
2010 as Policy Horizons Canada

Location

Ottawa, ON

Website

<http://www.horizons.gc.ca>

Contact

Daphne Guerrero, Senior Foresight Analyst
daphne.guerrero@horizons.gc.ca

Governance

Operates out of Employment Social Development
Canada (ESDC), Government of Canada

Scope

Federal - Business Unit

Funding

Government of Canada

Clients/Partners

Primarily federal government



Mandate

We are a federal government organization that conducts foresight. Our mandate is to help the Government of Canada develop future-oriented policy and programs that are more robust and resilient in the face of disruptive change on the horizon.

To fulfill our mandate, we:

- ›Analyze the emerging policy landscape, the challenges that lie ahead, and the opportunities opening up.
- ›Engage in conversations with public servants and citizens about forward-looking research to inform their understanding and decision-making.
- ›Build foresight literacy and capacity across the Public Service.

Current Projects

Horizons is currently focusing on three lines of foresight: Economic Futures, Social Futures, and Governance Futures.

For more information:

<https://horizons.gc.ca/en/our-work/>

Policy Areas

Interdepartmental federal focus

Service Insights and Experimentation (Pier SIX)

Date Launched

2017

Location

Ottawa, ON

Website

N/A

Contact

Stephanie.Jay-Tosh@cic.gc.ca

Governance

Operates under the Immigration, Refugees and Citizenship Canada (IRCC), Government of Canada

Scope

Federal - Business Unit

Funding

Government of Canada

Clients/Partners

- › Internal policy and program areas and other Government of Canada Departments (e.g. Canadian Digital Services).
- › External partners have included Carleton University and Ontario College of Arts and Design University (OCADU) on specific projects.
- › Numerous clients, service provider organizations and other stakeholders directly who have contributed their lived experiences to user research.

Mandate

Service Insights and Experimentation is responsible for advancing IRCC's client support mandate by leading initiatives that leverage user research, design research, usability services, behavioural insights, and experimentation.

Current Projects

- › Various user centred research projects
- › Experimentation projects to explore effective client support interventions
- › Usability testing on various client facing products and tools that are in development.

Approach to Policy Innovation

Provide new approaches, methods and tools to support the design of policies and services that result in incorporating a human-centred analysis. In particular, provide more depth to problem identification, greater analysis into contextualized lived experiences, option development that is informed by user needs and prototyped/tested in the real world and impact measurement that is rigorous and meaningful.

Policy Areas

Immigration, citizenship and passport services in Canada

Accelerated Business Solutions Lab

Mandate

Improving service and compliance outcomes by testing new approaches, taking smart risks, and catalyzing innovation at CRA. (Lab)

Approach to Policy Innovation

Artificial intelligency; behavioural insights; big data; data analytics; design thinking; ethnographic studies; experimentation

Contact

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Social Innovation Division, Settlement and Integration Policy, IRCC

Mandate

Deepening our understanding of the newcomer experience in order to identify key problem, test potential solutions, evaluate results and foster scaling where appropriate. (Business Unit)

Approach to Policy Innovation

Behavioural insights; design thinking; ethnographic studies; experimentation; pay for performance; user research

Contact

Michael Rutherford, Director

Michael.rutherford@cic.gc.ca

Innovation and Experimentation Team (PCH)

Mandate

Support innovation and experimentation at PCH. (Business Unit)

Approach to Policy Innovation

Design thinking; experimentation

Contact

Robin.Kilroy@Canada.ca

Learning Lab

Mandate

Help, support learning advisors to make their projects more user centric, learning experimentation. (Lab)

Approach to Policy Innovation

Behavioural insights; data analytics; design thinking; ethnographic studies; experimentation; gamification; needs analysis; use research

Contact

raymond.violette@canada.ca

Transport Canada Innovation Centre

Mandate

Research, Development & Deployment, Scientific Innovation, Expert Gs&Cs Advice. (Lab)

Approach to Policy Innovation

Artificial intelligency; behavioural insights; big data; crowdsourcing; data analytics; data visualization; design thinking; open policy making

Contact

Jacob.Topic@tc.gc.ca

Innovation Secretariat (PAB)

Mandate

To analyze and enable innovation within the Compensation and Pay Administration Branch. (Lab)

Approach to Policy Innovation

Business process redesign; crowdsourcing; data visualization; design thinking; experimentation; foresight; gamification; hackathon; lean; rapid results; project/events management

Contact

TPSGC.DGAPINNOVATION-PABINNOVATION.PWGSC@tpsgc-pwgsc.gc.ca

Operations Planning and Performance Branch Research and Development Centre, OPPB RDC

Mandate

The OPPB RDC is a neutral, collaborative Centre of Expertise that leverages business research, foresight, design thinking, advanced analytics, and data engineering to help modernize IRCC's processing environment. (Lab)

Approach to Policy Innovation

Business process redesign; data analytics; data visualization; design thinking; experimentation; foresight; needs analysis

Contact

Serge Joly, A/Director General

Serge.Joly@cic.gc.ca

Blueprint 2020 @ IRCC Secretariat

Mandate

Blueprint 2020 @ IRCC supports a culture of innovation where you can contribute to creating change. It is an opportunity to bring forward ideas, to make a difference and to have a say in your future as a public servant. At IRCC, we're focusing on Innovation and Client Service Excellence as the way to build our Public Service for tomorrow! (Lab)

Approach to Policy Innovation

Behavioural insights; business process redesign; citizen science; data analytics; design thinking; ethnographic studies; experimentation; needs analysis; user research

Canada's Free Agents

Mandate

Canada's Free Agents is a prototype employee mobility program to demonstrate the practicality and merit of autonomy, mobility, and rapid access to talent. (Business Unit)

Approach to Policy Innovation

Business process redesign; crowdsourcing; prototyping HR solutions

Contact

freeagents-agentslibres@canada.ca

Elections Canada Innovation Team

Mandate

The Elections Canada Innovation Branch is a dedicated and permanent administrative branch created to mobilize resources around transformative initiatives in electoral services delivery, with a focus on user-centric design methodology, research and development projects that transcend traditional electoral cycles, and cooperation with a wide array of partners and stakeholders in the public, private and educational spheres. (Business Unit)

Approach to Policy Innovation

Design thinking; experimentation; foresight; needs analysis

Contact

Jessica.Schultz@elections.ca

The Canadian Food Inspection Agency's Innovation and Idea Zone (the i-Zone)

Mandate

To support the evolution of the Agency in building for the future by promoting innovation and challenging the status quo, and to provide opportunities for employees to take risks, offer new/better ideas, test hypotheses and learn from mistakes. (Lab)

Approach to Policy Innovation

Artificial intelligence; blockchain; business process redesign; data analytics; design thinking; experimentation; needs analysis; user research; lean; agile

Contact

CFIA-innov-ACIA@canada.ca

Innovation Zone (Office of the Chief Transformation Officer)

Mandate

We are a team of innovators within PSPC's Office of the Chief Transformation Officer. We provide advice and contribute resources to help our clients across PSPC change the way they work, change the way they deliver services and green the way they work. We employ DesignThinking, Lean, Rapid Results and change management in supporting clients to experiment with ideas and improve services and processes. (Lab)

Approach to Policy Innovation

Artificial intelligence; business process redesign; crowdsourcing; design thinking; experimentation; hackathon; needs analysis

Contact

TPSGC.dgsizoneinnovation-isbinnovationzone.PWGSC@tpsgc-pwgsc.gc.ca

Creative Marketplace Lab on Data, Skills and Technology

Mandate

A research and policy shop structured to explore frontier issues in the creative marketplace and technological development, with a particular focus on creators, business models and remuneration. Methodologically, we are mandated to focus on collaborative projects and experimentation, in partnership with stakeholders and across government. (Business Unit)

Approach to Policy Innovation

Artificial intelligence; behavioural insights; blockchain; crowdsourcing; data analytics; data visualization; design thinking; ethnographic studies; experimentation; foresight; hackathon; open policy making

Contact

ian.dahlman@canada.ca

Data Analytics and Modelling (DAM) Team

Mandate

Data Analytics and Modelling (DAM) Team is responsible for taking the data assets and using digital and analytics tools to gain intelligence and insights that can be applied within CFIAB businesses/branches. Our main function is to enable our colleagues to better integrate risk and data into their decision-making by providing them with data-driven, evidence-based tools and approaches. (Business Unit)

Approach to Policy Innovation

Artificial intelligence; big data; blockchain; data analytics; data visualization

Contact

jae-jin.ryu@canada.ca

Justice Partnership and Innovation Program, Department of Justice

Mandate

Support activities that respond effectively to the changing conditions affecting Canadian justice policy by testing approaches and collaborating with organizations and other levels of government. (Business Unit)



Centre for Policy Innovation
and Public Engagement