

The rise of policy innovation labs: A catalog of policy innovation labs across Canada

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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.

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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EXECUTIVE SUMMARY

In recent years, governments all over the world have been embracing new and innovative ways to develop public policies and design public services, from crowdsourcing to human-centred design thinking. This trend in government innovation has led to the rise of the Policy Innovation Lab (PIL): individual units, both inside and outside of government, that apply the traditional principles of scientific laboratories - experimentation, testing, and measurement - to social problems.

PILs are an increasingly important development in public policy making, with a variety of methods and approaches to building relationships between governments, organizations, and citizens, and generating ideas and designing policy. Yet, these labs are under-researched: many are established without a full understanding of their role and value to the policy community. We aim 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.

This report identifies the innovation labs in Canada, profiling their methodologies, projects, and partners, mapping the policy innovation landscape across the country. Each one-page summary provides a profile for each lab, and highlights the existing innovation practices and networks in the public, academic, non-profit, and private sectors, and identifies methodological and ideological trends across the different labs and networks. This report is the first of its kind in North America.

In this highly dynamic space, new labs are emerging and disappearing all the time. The purpose of this report is to put a spotlight on policy innovations and their successes, 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.

Chapter 1:

ALBERTA

Policy Innovation Labs in Alberta

Government

Alberta CoLab
CITYlab
Civic Innovation Lab YYC

Not-for-Profit

Edmonton Shift Lab
Skills Society Action Lab
The Natural Step's Energy Futures Lab

Private

Synthetikos Strategy Consulting

Notable Trends

Concentrated in Calgary or Edmonton.

Focused on improving social, energy, urban, and civic innovation.

Within the scope of municipal or regional issues

Alberta CoLab

Date Launched

January 2014

Location

Edmonton

Contact

Karen Perla

keren.perla@gov.ab.ca

Mandate

Break down siloes within the provincial government, and to address complex problems using complex and adaptable approaches to developing solutions.

Aims to improve the sustainability of the energy sector in Alberta.

Governance

Housed and governed by the Department of Energy in the Government of Alberta.

Scope

Provincial focus, but has a pan-Canadian stretch and will collaborate with partners from other parts of the country.

Policy Areas

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

Current Projects

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.

Clients/Partners

Partners with other regional labs, particularly Energy Futures Lab and the Skills Society Action Lab.

Has also partnered with MaRS, the McConnell Foundation, and other provincial governments (Manitoba, Nova Scotia, Yukon).

Funding

Lab is funded by the Government of Alberta.

Approach to Policy Innovation

2 streams of operation:

1. Project work: consulting, workshops for investigating specific problems brought forward by clients
2. Capacity building for internal staff
 - Communities of practice focused on systemic design
 - 'Catalyst, not a bottleneck': want to build innovation capacity within the whole organization

CITYlab

Date Launched

2015



Location

Edmonton

Website

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

Contact

citylab@edmonton.ca

Governance

Operated and governed by the Innovation, Initiatives and Strategies unit at the City of Calgary.

Scope

Municipal; seems to be focused on micro-level civic issues and projects.

Policy Areas

Seems focused primarily on civic engagement for the purpose of addressing urban planning issues and policies.

Current Projects

fresh: a city strategy with the vision of 'a resilient food and agriculture system that contributes to the local economy and the overall sustainability of the city'.

100in1Day: a global festival of civic engagement, encouraging communities and citizens to take part in simple placemaking projects.

#DIYcity: a project with Make Something Edmonton, a citizen-driven urban makeover project that encourages residents to turn underused spaces into welcoming places.

Clients/Partners

Collaborates with Centre for Public Involvement, MADE: Media Architecture, Design Edmonton, Make Something Edmonton, NextGen.

Approach to Policy Innovation

Uses the term 'placemaking' a lot: 'projects that re-imagine, animate, and colour shared spaces'. Using new approaches to making solutions and policies that are flexible, innovative, collaborative, and experimental.

Mandate

'An urban laboratory that supports and enables small, temporary placemaking projects that get people talking about urban planning.'

Using 'placemaking' as a tool to engage in conversations about how cities evolve, to connect people to places and to each other, to learn by testing or piloting innovative ideas, and to highlight City planning goals.

Provides resources and materials to clients to help test new ideas.

Funding

Supported financially by the City of Kitchener: funded by \$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.

Civic Innovation YYC

Date Launched

2016



Location

Calgary



Website

<https://innovation.calgary.ca/a/index>



Mandate

A space at city hall that brings together city staff, businesses, and citizens to collaborate, test, and prototype innovative ideas aiming at applying innovative methods for solving civic problems and challenges.

Contact

civinnovation@calgary.ca

Governance

Housed and governed by the City of Calgary.

Scope

Focused on municipal and regional civic issues.

Currently has an online platform at its website, and a physical space 'The Civic Innovation Lab' at city hall.

Policy Areas

Focuses exclusively on civic issues in the City of Calgary, with proposed 'challenges', asking citizens to propose ideas and solutions for these areas of focus. Current/past areas of focus include:

1. An Accessible City: improving accessibility in Calgary for citizens
2. Efficient, Innovative, and Better Every Day: collecting innovative ideas for making city services simpler and more efficient
3. Voter Experience: improving voter experiences for municipal elections to improve turnout
4. Storm Pond Sediment: reducing cleaning and disposal costs associated with stormwater ponds
5. A Vibrant, Safe Intersection: improving the safety and experience of Macleod Trail and 7th Ave SE

Lab as a whole seems to be promoting civic engagement and collaboration between citizens, local businesses, and the city.

Funding

Lab is financially supported by the City of Calgary, though there seems to be some collaboration with local businesses and entrepreneurs for testing and scaling projects. No other funding information is provided.

Approach to Policy Innovation

Mention addressing 'challenges': an 'opportunity', which represents a theme, topic, or area of focus that needs citizen ideas to solve an existing problem or identify new ways of working.

Innovation process begins with a challenge, collects ideas that are submitted by users, and then opens discussions through an online forum where users vote on ideas to move forward. City then selects from these ideas and evaluates ideas for launching and scaling up in the lab, after which the lab team evaluates and learns from testing lab projects.

Edmonton Shift Lab

Date Launched

May 2016



Location

Edmonton



Website

<http://www.edmontonshiftlab.ca/>

Contact

Ben Weinlick

ben@skillsociety.ca

Governance

Created in partnership with EndPovertyEdmonton, Edmonton Community Foundation, and Skills Society Action Lab.

Governed by a Lab Advisory that consists of 8-10 leaders that support the lab by providing input and guiding the innovation process.

Collaborates with ABSI Connect, the City of Edmonton, EndPovertyEdmonton, and the Action Lab on projects to 'bridge connecting community experiences to the lab process.'

Scope

Based in Edmonton, AB – in amiskwaciwâskahikan on Treaty 6 territory, traditional meeting grounds for the Cree, Saulteaux, Blackfoot, Dene, Nakota Sious, Métis, and Inuit.

Focuses on municipal issues and topics.

Policy Areas

Focuses on social issues: addressing racism and discrimination in order to end poverty, particularly as it pertains to Aboriginals, immigrants, and refugees. businesses, and the city.

Current Projects

Focus on promoting the Shift Lab process by hosting events and workshops. and connects people interested in using systems thinking, design thinking, etc. to tackle real-world challenges.

Funding

Supported by The Edmonton Community Foundation and the Skills Society Action Lab.

Approach to Policy Innovation

Defines social innovation as an approach that 'draws on the strengths, empathy, creativity, and wisdom of a collective to explore new ways of making progress on a complex challenge.'

Labs create a safe space for creativity and ideation, and bring together diverse perspectives and backgrounds to address an issue.

Skills Society Action Lab

Date Launched

2015



Location

Edmonton



Website

<http://www.skillsociety.ca/action-lab/>



Contact

admin@skillsociety.ca

Mandate

Promotes creative problem solving, offers tools to help tap into collective wisdom, and helps people prototype solutions to challenges they are working on.

Three primary objectives:

1. Providing a meeting and collaborative space for events, workshops, etc.
2. Staff support for facilitation and workshops
3. Social innovation lab space to address complex social issues and co-design solutions with communities.

Governance

Operated by the Skills Society, a non-profit organization, which is governed by a volunteer board of directors.

Scope

Municipal

Policy Areas

Focused entirely on the Alberta energy sector.

Funding

Action Lab operates within the Skills Society, a non-profit organization.

Relies on donations/grants/endowments, and charges clients for services.

No mention of direct sponsors/financial partnerships.

Clients/Partners

Partners with the Alberta CoLab to convene the Systemic Design eXchange (SDX).

Partners with EndPovertyEdmonton and the Edmonton Community Foundation to support the Edmonton Shift Lab.

Current Projects

Systemic Design eXchange (SDX)

Edmonton-based community of practice for learning about systemic design, systems thinking design thinking, and change lab approaches.

Edmonton Shift Lab

Developed in partnership with EndPovertyEdmonton and the Edmonton Community Foundation.

Think Jar Collective:

Founded by Skills Society Senior Leader Ben Weinlick and a collection of internationally known innovations leading social innovation labs.

An online forum that shares resources to help people and organizations learn how to develop disciplined innovation skills and techniques.

Approach to Policy Innovation

Focuses on 'social innovation':

Navigating complex social issues through community engagement, and co-designing solutions with community members.

Having the space and tools necessary to elicit fresh thinking, collaboration, creative problem solving, and building solutions as a collective.

The Natural Step's Energy Futures Lab

Date Launched

2015



Location

Edmonton



Website

<http://energyfutureslab.com/>



Contact

info@energyfutureslab.com

Governance

Part of the Sustainability Transition Labs initiative by The Natural Step Canada.

Also governed by an Advisory Council and a Steering Committee.

Scope

Regional/Provincial

Policy Areas

Focused entirely on the Alberta energy sector.

Funding

Lab is funded by The Natural Step Canada.

Clients/Partners

Partners:

Suncor Energy, Alberta Real Estate Foundation, Government of Alberta, Landmark Group, ATB Financial

National Partners:

McConnell Foundation, The Co-operators, Catherine Donnelly Foundation

Mandate

A platform to discuss, experiment, and innovate Alberta's energy system and create an energy sector that is environmentally sustainable.

Vision and Innovation Pathways:

- Spark and coordinate action as a Lab: through working groups
- Give the Lab a shared voice and amplify its reach: through strategic communications and network building
- Solicit input and support of partners and stakeholders: through surveys, etc.

Current Projects

360° Policy Lab: a cost-effective and meaningful opportunity to receive multi-stakeholder feedback on policy ideas, and to co-create with EFL Fellows and others involved in energy transition. Aims to pilot with the Government of Alberta, City of Edmonton, or the National Energy Board.

EFL Listens: a web portal that engages Albertans in conversations about the future of energy in the province, gathering perspectives from citizens and allow them to have an active voice in future developments.

Multi-entry Learning: focused on educating citizens on the basic knowledge about complex causes and solutions for current energy issues.

Builds on educational platforms offered by TELUS Spark, Student Energy, and Athabasca University to engage citizens in interactive online educational resources.

Approach to Policy Innovation

Policy Innovation is about pioneering transparent policy development processes and decision-making tools that reflect long-term thinking and integrated approaches.

1, Modelling and sharing collaborative approaches on how the government makes decisions on energy that take an inter-generational, holistic, and systems-based perspective, including alignment with other governments.

Public Engagement is about building awareness and literacy in Alberta about the full spectrum of energy choices and costs, and empowering citizens to make choices that reduce consumption.

Synthetic Strategy Consulting

Date Launched

Has been active for over 10 years



Location

Edmonton



Website

<https://www.syntheticos.com/>

Contact

Eleanor Joel, Co-founder

admin@skillsociety.ca

Mandate

Works with clients to build innovation capacity and innovation persistence within and across organizations.

Approach is guided by 3 systemic principles:

- 1, Build capacity, not dependency.
- 2, Tailored toolkits, not templated processes.
3. Integrated design, not siloed solutions.

Governance

Founded by Alex Ryan and Eleanor Joel, appears to be privately governed.

No mention of governance partners.

Scope

Global: provides 'global consultancy' service to government, non-profit organizations, and the private sector.

Policy Areas

No specific policy areas; appears to have a general approach to innovation and policy design. specific policy areas; appears to have a general approach to innovation and policy design.

Current Projects

Provides services to clients in areas based on needs assessments:

- Systems mapping
- Scenario development
- Strategic conversations
- Policy design
- Innovation lab startup
- Adaptability training

Funding

Action Lab operates within the Skills Society, a non-profit organization.

Relies on donations/grants/endowments, and charges clients for services.

No mention of direct sponsors/financial partnerships.

Clients/Partners

Networks with:

- The Systemic Design Research Network
- OCEAN Design Research Network
- Overlap
- Responsive Organization Group
- INCOSE Complex Systems Engineering Working Group

Approach to Policy Innovation

Using innovative approaches for policy design:

- Design research to appreciate the perspectives of the effected parties (ethnography)
- Co-creation workshops to re-imagine and redesign policy (ideation)
- Prototyping to test and learn about policy options under real world conditions (prototyping)

Applies the principles of human-centred design and leveraging opportunities to create new patterns of action.

Chapter 2: BRITISH COLUMBIA

Policy Innovation Labs in BC

Government/University

CityStudio

Not-for-Profit/University

LEDLab

Government/Not-for-Profit

HubCap

University

Sauder d.studio

Not-for-Profit

InWithForward

One Earth Initiative

Notable Trends

Labs are housed in Victoria and Vancouver

Most labs are not-for-profit

Innovation as a means of addressing social and environmental issues.

CityStudio

Date Launched

2011



Location

Vancouver



Website

<http://www.citystudiovancouver.com/>



Contact

Miriam Esquitin, Manager

miriam.esquitin@citystudiovancouver.com

Mandate

Focused on co-creation of experimental projects to make Vancouver more sustainable, liveable, and joyful for citizens.

Also aimed at providing practical learning experiences for collaborating students to help them find work, and to contribute to a global shift in education to make positive social change.

Vision is to co-create a city where students are deeply engaged inside City Hall.

Governance

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.

Advised and governed by the City of Vancouver, and its secretariat: the Vancouver Economic Commission.

Funding

Operates out of the City, but has funding partners (listed below):

Scope

Municipal

Clients/Partners

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

Current Projects

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

Studio Courses: a studio-based education program for students to work directly with City staff to research, design, and implement experimental projects.

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 become 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.

Special Acknowledgement to Vancity and the JW McConnell Family Foundation.

Policy Areas

Focused on urban policy areas with a range of strategies that focus on environmental policy and sustainability, and social health and well-being.

Approach to Policy Innovation

- Calls itself an innovation hub, but no other direct reference to '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.

HubCap

Date Launched

2012



Mandate

A community for BC innovators, entrepreneurs, educators, funders, and policy makers can connect, find tools and resources, and learn about new and ongoing social innovation projects.

Location

Vancouver



Contact

innovative@gov.bc.ca

The partnership aims to promote and apply innovative solutions to solve BC's tough social challenges.

Governance

An initiative of the BC Partners for Social Impact as part of the BC Social Innovation Council's Action Plan to Maximize Social Innovation in British Columbia.

Governed by three co-chairs from the non-profit sector and the provincial government.

Scope

Regional/Provincial; an online forum/community for innovators/entrepreneurs in the BC region, but open to other interest groups.

Policy Areas

Social finance: managing money that sits between a charitable donation and loan, enabling business owners with a social mission to create greater impact than through traditional philanthropic support of government contributions

Social enterprise: using profits from business enterprises to achieve social, cultural, community, economic or environmental outcomes

Funding

Sponsored by Vancity, BC Partners for Social Impact, and the province of British Columbia.

Current Projects

An online network where innovators can connect; no active projects or initiatives.

Approach to Policy Innovation

Calls 'social innovation' a new idea that revolves around an existing social, cultural, economic, and/or environmental challenge that leads to a systems-changing solution.

A 'lab' is based on 'whole system' and design thinking, leveraging a diversity of knowledge and perspectives to find solutions to social problems.

InWithForward

Date Launched

2014



Mandate

Describe themselves as a social design organization that aims to build capacity for social services for end users through stakeholder engagement.



Location

Vancouver



Aims to inspire social change that will increase people's sense of agency and control, meaningfully activate relationships and resources, and create a culture of risk-taking and growth.

Website

<https://inwithforward.com/>

Contact

Jonas Piet, Service Design Lead:

jonas@inwithforward.com

Governance

Independently governed

Scope

Regional/
National

Policy Areas

Social finance: managing money that sits between a charitable donation and loan, enabling business owners with a social mission to create greater impact than through traditional philanthropic support of government contributions

Social enterprise: using profits from business enterprises to achieve social, cultural, community, economic or

Funding

Is currently exploring a membership-based business model where organizations pay a fee to access shared talent, data, and learning resources.

Receives funding from The McConnell Family Foundation and Robert L. Conconi Foundation.

Current Projects

Grounded Space: Canada's first Social Research & Development Collective, this aims to bring dynamic talent, good data, access to capital, and multi-sectoral networks to the social service sector.

Ask A Dude: a new program using a video catalogue and a format for facilitated viewing parties, which promotes frank discussions of sexuality, dating, and relationships amongst men with cognitive disabilities.

Clients/Partners

Partners:

- West Neighbourhood House
- Burnaby Association for Community Inclusion
- posAbilities Association of BC
- Kinsight> (formerly the Simon Fraser Society for Community Inclusion)
- The Community Living Innovation Venture
- Kennisland
- TACSI
- United Way
- Metcalf Foundation

Approach to Policy Innovation

Operates under the theory that people cycle through five stages of change: 1) precontemplation; 2) contemplation; 3) planning; 4) action; and 5) sustaining.

Uses activities to propel people and organizations through these stages in order to promote sustainable social change.

One Earth Initiative

Date Launched

2009



Location

Vancouver



Website

<http://www.oneearthweb.org/>

Contact

Vanessa Timmer, Executive Director and Co-founder

info@oneearthweb.org

Governance

Governed by a board of directors and advisory council.

Scope

Global

Policy Areas

Focused on environmental impact, but also the industry/economic implications related to that.

Funding

Non-profit organization

Receives funding from a number of organisations, including the McConnell Foundation, the Johnson Family Foundation, and the Institute for Global Environmental Strategies. Full list of partners can be found in the link below.

Clients/Partners

Full list of partners here: <http://www.oneearthweb.org/partners.html>

Mandate

Mission is to transform production and consumption patterns locally, nationally and internationally to be sustainable, healthy, and just within the limits of living systems.

Is engaged in convening, policy, communication, and action initiatives to transform consumer lifestyles in order to have a positive environmental impact through the economic, industrial, financial, political, social, and cultural systems that support them.

Current Projects

Lighter Footprint Cities: developing a community of action in Vancouver to reduce the city's ecological footprint, in partnership with Evergreen, SFU Public Square, and the Whistler Centre.

Disruptive Imaginings: aimed at shifting the narrative regarding sustainable consumption and production by harnessing public media, events, etc in order to create a culture shift.

Approach to Policy Innovation

Calls itself an innovation hub, but no other direct reference to '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.

Local Economic Development Lab (LEDlab)

Date Launched

2015 - Clised June 2018

Location

Vancouver

Website

<http://ledlab.ca>

Contact

info@ledlab.ca

Mandate

Modelled on global social change labs, with a focus on understanding conditions required for inclusive and sustainable economic development in disadvantaged urban communities, and building solutions by engaging stakeholders.

Connect graduate students with local organizations to accelerate community-designed and driven social enterprise, and the bring stakeholders to a 'social innovation lab' to share skills and knowledge and lead to long-term community support and systemic change.

Governance

A partnership between Ecotrust Canada, and RADIUS SFU at SFU's Beedie School of Business

Scope

Municipal

Policy Areas

Focus on urban economic development leading to social impact.

Funding

Financially supported by founding partners

Clients/Partners

Partners:

- City of Vancouver
- Buy Social Canada
- Hastings Crossings
- Community Economic Development Strategic Action Committee

Current Projects

Design @ the Lux: service and information design project that will enable interagency collaboration to take place at the Low Barrier Income Generating Hub established by the City.

Social Procurement Value Proposition: seeks to research and develop a business case that demonstrates to governments and anchor institutions the importance of creating and implementing social procurement policies, strategies, and frameworks.

Approach to Policy Innovation

Calls itself an innovation hub, but no other direct reference to '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.

Sauder d.studio

Date Launched

2009



Mandate

Aimed at advancing the practice to strategic design, and building organizational capacity for innovation to tackle complex, systemic problems.

Location

Vancouver

Website

<http://dstudio.ubc.ca>

Focuses on multi-sector collaboration and co-creation to generate systemic change through knowledge mobilization, action research, and education.

Contact

Moura Quayle, co-founder:

dstudio@sauder.ubc.ca

Goal is to educate and develop a new generation of future innovators and leaders.

Governance

Based at and operates out of the Sauder School of Business at the University of British Columbia, but partners on a number of projects with a series of collaborators (listed below).

Scope

Municipal; partners with business schools around the world, but focused primarily within Vancouver.

Clients/Partners

- CityStudio
- Vancouver Economic Commission
- Climate Smart
- UBC School of Architecture and Landscape Architecture
- Design Engineering UBC
- Copenhagen Business School
- Boconni University
- Brunel Business School
- California College of Art and Design
- Cass Business School
- ESADE
- Haas School of Business
- IESE Business School
- Imperial College Business School
- Judge Business School

Current Projects

Ongoing educational projects aimed at building capacity for strategic design and innovation at the business school (as well as offering a course through CityStudio).

Campus-city collaboration (C3) initiative: project organized by the City of Vancouver with the objective of designing and implementing Greenest City urban sustainability projects.

Climate Smart Business Projects Client Groups: working with Climate Smart to investigate whether the use of design strategies improves innovation in the development of small business sustainability initiatives, with a focus on environmental sustainability.

Funding

Funded by the Sauder School at UBC

Approach to Policy Innovation

Champions the practice of 'strategic design', which features multidisciplinary project teams that blend creative and critical thinking techniques, and data analysis, to co-create, test, and launch resilient solutions to systemic challenges.

Emphasis on engaging all stakeholders in the problem-solving process.

Chapter 3: NEW BRUNSWICK

Policy Innovation Labs in NB

University

B4Change Social Enterprise Accelerator
(B4C)

Not-for-Profit/University

Economic Immigration Lab
NouLab

Notable Trends

Concentrated in Fredricton

Focused exclusively on provincial and regional issues

All labs are supported by the Pond-Deshpande Centre

B4Change Social Venture Accelerator (B4C)

Date Launched

2012



Location

Fredricton



Website

<https://b4changeprogram.com/>

Contact

Joanna Nickerson

Jo.nickerson@unb.ca

Governance

Based at and governed by the Pond-Deshapande Centre at the University of New Brunswick, and application reviews are conducted by an Alumni-led selection committee.

Scope

Seems to be focused on regional public issues in New Brunswick.

Policy Areas

Focused on businesses/enterprises that have a greater social impact.

Funding

Appears to be supported financially by the Pond-Deshapande Centre, but also requires a fee from cohort applicants.

The Centre is sponsored by the McConnell Family Foundation and the National Bank.

Clients/Partners

Collaborates with the Social Enterprise Institute for their Cohort program.

Mandate

Aimed at providing tools and resources to support sustainable and scalable high-impact business ventures for a collective impact on complex social problems

Acceleration process is composed of 3 stages of entrepreneurial support for early-stage companies:

B4C Start: safe space to test and build an idea with a community of innovators.

B4C Cohort: place to grow ventures into a sustainable business.

B4C Deep Dive: alumni program to help ventures become profitable and sustainable.

Current Projects

Operates three programs (the accelerator stages mentioned above) aimed at offering entrepreneurial support for early-stage companies. Have a bi-annual cohort that run for 6 weeks, each.

Approach to Policy Innovation

No explicit definition of 'innovation'.

Emphasis on testing and scaling ideas, and collaboration through a community of innovators to develop innovative ideas and contribute to their sustainability.

Uses 'changemaker' rhetoric.

Economic Immigration Lab

Location

Fredricton

Website

<http://www.economicimmigrationlab.org>

Contact

Rosamund Mosse, Lab Manager

rose@noulab.org

Scope

Regional/Provincial

Governance

- A joint project by the Pond-Deshpande Centre at the University of New Brunswick, and the New Brunswick Social Policy Research Network.
- A subsidiary/program under NouLab.
- Governed by a Leadership Council (representatives from the list of conveners)

Funding

Supported financially by the Pond-Deshpande Centre and the NBSPRN, as well as sponsors and donors for individual projects.

Policy Areas

- Focused on economic and immigration policy in NB.
- Guiding questions:
 1. How might we become leaders at attracting, welcoming, and retaining newcomers to contribute to the economy of NB?
 2. How much we help newcomers to find meaningful employment and feel part of the NB community?
 3. How might we help employers find talent to grow their business?

Current Projects

Currently hosting a series of workshops, engaging communities, to apply the lab process and address issues of economic immigration

Mandate

Connecting 'change agents' from across sectors, convening them around pressing issues, and facilitating their journey to keep change.

Supporting a province that has the tools to collectively foster ideas and empower individuals to reshape communities.

Focused on being a trusted, neutral convener of the change process.

Clients/Partners

Conveners:

- Government of NB
- New Brunswick Business Council
- City of Moncton
- Conseil économique du Nouveau-Brunswick Inc.
- AFMNB
- New Brunswick Multicultural Centre
- Atlantic Canada Opportunities Agency

Sponsors/Donors

- McCain
- Imperial Manufacturing
- Venn

Approach to Policy Innovation

Applies a Lab Process to addressing problems:

- Multisectoral: starting by bringing together diverse stakeholders to work in a team that acts collectively
- Systemic: ideas and initiatives developed in social labs that go beyond dealing with just the symptoms of the issue, but address root causes
- Experimental: prototyping and testing interventions, incorporating feedback, and managing a portfolio of promising solutions

NouLab

Date Launched

2015



Location

Fredricton



Website

<http://www.noulab.org/>

Contact

Amanda Hachey, Director

amanda@noulab.org

Mandate

Connecting 'change agents' from across sectors, convening them around pressing issues, and facilitating their journey to keep change.

Supporting a province that has the tools to collectively foster ideas and empower individuals to reshape communities.

Focused on being a trusted, neutral convener of the change process.

Governance

A joint project by the Pond-Deshpande Centre at the University of New Brunswick, and the New Brunswick Social Policy Research Network.

Appears to be governed by a Leadership Council consisting of representatives from the Pond-Deshpande Centre and NBSPRN.

Scope

Focused on regional public issues in New Brunswick.

Funding

Appears to be supported financially by the Pond-Deshpande Centre and the NBSPRN.

Policy Areas

Focuses on areas of social and economic policy, including:

1. Immigration
2. Economic development
3. Gender equality
4. Food security
5. Health and long-term care

Clients/Partners

Has collaborated with Percolab (QC) on workshops, but no other specific mentions of partners or clients.

Current Projects

Presents challenges in the form of individual social labs in order to convene around targeted problems and develop solutions collectively. Current and past labs include,

- Economic Immigration Lab (current)
- Healthy Ageing Team
- Gender Equality Team
- Food Lab (food security)
- Rebuilding Rural NB Lab
- Newcomer Employment Lab
- Adult Literacy Lab

Provides consulting services to assist clients address individual problems and create innovative solutions through 2-5 day workshops.

Approach to Policy Innovation

Inspired by MaRS and GovLab methodologies

Approach to policy innovation is convening diverse stakeholders to tackle problem framing, systems mapping, research, experimentation, and scaling.

Innovation here means brainstorming new ideas to challenge the status quo that are more efficient and sustainable.

Chapter 4:

ONTARIO

Policy Innovation Labs in Ontario

Government

Digital Kitchener Innovation Lab
Imapct and Innovation Unit
Ontario Behavioural Insights Unit
Ontario Policy Innovation Hub
Policy Horizons Canada

Government/University

Guelph Lab

Not-for-Profit

Ashoka Canada
Evergreen CityWorks
Evergreen GTA Housing Action Lab
Making the Shift Youth Homelessness Social
Innovation Lab

MaRS Solutions Lab
Social Innovation Generation
Tamarack Institute for Community Engagement
The Natural Step's Natural Capital Lab

University

1125@carleton
Brookfield Institute
Carleton Centre for Community Innovation
GreenHouse
Institute without Boundaries
OCAD Strategic Innovation Lab
Waterloo Institute for Social Innovation and Resilience

Notable Trends

Largest number of labs of all the provinces in Canada

Huge presence in academia, with numerous public-academic collaborations

Balanced distribution of academic, government, and non-profit labs

Digital Kitchener Innovation Lab

Date Launched

2017

Location

Kitchener

Website

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

Mandate

The lab will operate as a place where start-ups, large organizations, and the city collaborate and develop technological solutions for complex city-related problems. Mandate is rooted in four primary innovative initiatives, efficiency, insight, cost, and user experience.

Governance

Created in partnership with the City of Kitchener and Communitech, a tech incubator
Operated by city staff and co-op students

Scope

Focused on municipal and regional civic issues.

Funding

- Supported financially by the City of Kitchener: funded by \$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

Policy Areas

- Focusing on strengthening the Toronto-Waterloo Region Corridor, a hub for technology and innovation.
- Also focused on addressing civic problems from a technological perspective.

Approach to Policy Innovation

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

Impact and Innovation Unit

Date Launched

Formerly the PCO Innovation Hub

Website

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

Contact

Chad Hartnell, Director of Operations

Chad.Hartnell@pco-bcp.gc.ca

Governance

Based in the Privy Council Office of the Government of Canada

Scope

National, at all levels of government

Funding

- Funded by the Government of Canada
- Future scaling up and cost reductions will be funded by municipal partnerships and corporate sponsorships.

Clients/Partners

- Government of BC
- Regional Municipality of Durham
- Government of Newfoundland and Labrador
- Government of Ontario
- Region of Peel
- Government of Alberta
- Harvard Business School
- Sheridan College
- University of Victoria
- Queen's University
- The Rotman School of Management
- Wilfrid Laurier University
- Western University

Mandate

Aimed at:

- Reducing barriers to innovation inside of government
- Reframing problems and rethinking how and where to find solutions through a co-design and co-creation approach
- Leverage the benefits of impact measurement to support evidence-based decision-making
- Through rigorous testing, deliver evidence on 'what works'

Informed by five guiding principles:

1. Advocating for evidence-based decision-making
2. Focusing on how outcomes will be delivered
3. Promoting, enabling and delivering experimentation within government
4. Bringing outside innovation inside of government
5. Keeping Canadians' perspectives at the centre of their work

Policy Areas

Appears to have no targeted policy areas, and instead focuses on policy development in general.

Current Projects

Deputy Ministers Task Force on Public Sector Innovation: mandated to plan an action-oriented role in experimenting with emerging tools and approaches and helping provide public servants with the skills/knowledge to achieve better results.

Assistant Deputy Ministers Committee on Experimentation: brings together senior management across departments/agencies who are engaged in advancing the experimentation commitment, with the purpose of advancing this commitment by creating a mechanism to support mutual learning and cooperation.

Behavioural Insights Unit

Contact

NIU.TBS@ontario.ca

Website

<https://www.ontario.ca/page/behavioural-science-insights-pilot-projects>

Mandate

Aimed at improving public services simplifying forms/processes for clients and making them easier to access. Focuses on designing programs and services for citizens with a user focus, and using pilot projects to test designs.

Governance

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

Scope

Focused on Ontario and government services

Clients/Partners

Has collaborated on pilot projects with Behavioural Economics in Action at Rotman Centre (BEAR)

Policy Innovation Hub

Date Launched

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

Location

Toronto

Contact

Jay Porter, Director

Jay.Porter@ontario.ca

Governance

Housed and governed by the Ontario Cabinet Office in the Government of Ontario.

Scope

Provincial focus, particularly internally.

Trying to work with the federal government and their internal staff, as well as other provinces, to continue building capacity for innovation.

Funding

Lab is funded by the Government of Ontario.

Clients/Partners

Partners with other Ontario ministries and the Brookfield Institute.

Mandate

Mandated to equip internal staff and ministries with the innovative tools and methods to meet ministry goals and objectives by building internal capacity for innovation.

Policy Areas

- No specific policy area; current big projects focus on autonomous vehicles, artificial intelligence, and community benefits agreements.
- More focused on facilitating a cultural shift within the Ontario government and building innovation capacity

Current Projects

Partnership with the Brookfield Institute's Policy Innovation Platform to design and implement 6-7 policy engagements to develop innovative solutions to various policy issues, increase the use of innovation tools at the OPS, and position Ontario as a leading innovation jurisdiction.

Approach to Policy Innovation

2 streams of operation:

1. Project work: consulting for internal clients, using innovative methods to address government policy issues
2. Knowledge mobilization: building internal capacity through workshops and events

Policy Horizons Canada

Date Launched

1996, as the Policy Research Secretariat; 2011 as Policy Horizons Canada

Location

Ottawa

Contact

John Giraldez, Director

john.giraldez@horizons.gc.ca

Governance

Operates out of the Privy Council Office at the Government of Canada, and is governed by the Deputy Ministers' Steering Committee

Scope

Focused on the federal government

Funding

Funded by the Government of Canada

Current Projects

Canada 2030: investigating the implications that developments in Asia will have on Canada from social, economic, and industry perspectives. Using foresight processes, the unit released a report titled MetaScan 4 -The Future of Asia: Implications for Canada

Canada Beyond 150: convening public servants across Canada to participate in a ten-month professional development program designed to support leadership and skills development, and to drive a public service culture shift that will support open policy making.

Horizons also released publications and resources for federal public servants to increase capacity for foresight in order to have a better informed public service, including reports, educational modules, and workshops

Mandate

Mandated to provide 'foresight' to help the federal public service anticipate emerging policy challenges and opportunities for Canada in a rapidly changing and complex world

Vision is to promote sustainable, high quality of life for Canadians through the co-creation and advancement of knowledge that informs federal policy decisions

Mission is to provide timely and integrated perspectives on emerging policy issues for the Deputy Minister community by bringing together people, ideas, data, and evidence in an open and constructive environment, in order to experiment with new tools/methods, and understand and address complex policy challenges.

Policy Areas

Interdepartmental federal focus,

Guelph Lab

Location

Guelph

Website

<http://www.guelphlab.ca/>

Contact

Blair Labelle, Co-director

blair.labelle@guelph.ca

Mandate

Supports innovation within the University of Guelph and the City of Guelph.

Links the City initiatives to research and teaching at the University.

Policy Areas

Appears to be mostly focused on open governance projects, citizen engagement, and social policies within the City of Guelph.

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

Focuses exclusively on Guelph-based community issues.

Funding

Joint initiative between the University of Guelph and the City of Guelph; jointly funded operation.

Current Projects

City of Guelph roundtables

- Experimenting with different methods for developing policies, programs, and services.
- Uses developmental evaluation, service journey mapping, and engaged research.
 - 3 roundtables of 12 staff members each drawn from different departments
 - CAO's office coordinates and supports the tables
 - U of Guelph Political Science department provides research/support for participatory democracy and public administration
 - Research Shop graduate students provide research for roundtable questions

Active Citizen project

- Links University research/resources with City initiatives to engage citizens in city governance.
- Projects include primary research or 'desk research', and are scholarly activities designed to meet the needs of the community.

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'.
- 5 City staff members, 5 businesses, and 3 business incubators support and design workshops for clients and participants.

Ashoka Canada

Date

2002



Location

Toronto



Website

<https://www.ashoka.org/en-gb>

Contact

canadainfo@ashoka.org

Mandate

- Recognise, support, and connect national networking of leading changemakers.
- Support solutions to social problems.
- Embed empathy and changemaking into Canadian society.

Scope

Ashoka Canada is focused on national strategies; Ashoka is an international organisation with global

Funding

Partners/sponsors:

- American Express
- Blake, Cassels & Graydon LLP
- Boehringer Ingelheim
- Hill + Knowlton Strategies
- J.W. McConnell Family Foundation
- Latham & Watkins
- McKinsey & Company
- NextGenLeaders
- O'Neil Family Foundation
- RBC
- Trustlaw-Thomson Reuters

Governance

Governed by a global executive team, global board of directors, and a Canada board of directors. This is the Canadian branch, though there are branches in 36 countries globally; based in Washington, DC.

Current Projects

Current investments:

- Leading social entrepreneurs creating systems-changing impact.
- Every child grows up practicing empathy.
- Every young person is practicing the skills of empathy, new leadership, teamwork, and changemaking.
- Society organises as a fluid, open team of teams.

Fellowship program, which has 52 Canadian Fellows, and promotes social entrepreneurship.

The Changemaker Schools initiative has expanded into K-12 school systems since 2016.

- Currently for Changemaker Schools/Campuses in Canada: Rose Avenue Public School (Toronto), The Mabin School (Toronto), Ryerson University (Toronto), and Wilfrid Laurier University (Waterloo).

Ashoka Support Network, which is composed of Canadian business entrepreneurs, and works to support their changemaking programs.

Policy Areas

Economic

- Social Finance and Social Enterprise

Social

- Focus on changemaking in education: Ashoka U, Changemaker Schools, etc.
- Ashoka Youth Venture: global networking program that creates supply/demand for young changemakers

Approach to Policy Innovation

Refers to social innovation, or 'changemaking'.

Evergreen CityWorks

Date Launched

2012; inactive since 2017.



Location

Toronto

Governance

Governed by Evergreen.

Scope

Regional

Trying to work with the federal government and their internal staff, as well as other provinces, to continue building capacity for innovation.

Funding

Supported by Cisco and former Ontario

Clients/Partners

Partnered with Cisco.

Mandate

A 'living lab' with the aim to present, test, and share new techniques for encouraging urban innovation and sustainability.

Policy Areas

Focused on municipal/urban policy and governance, with projects related to environmental sustainability, transportation, energy, and water/waste systems.

Current Projects

Inactive

Approach to Policy Innovation

- Finding new and innovative methods/techniques for addressing social problems in urban regions through communication and collaboration.
- Emphasises testing and experimenting methods, and the significance of sustainability.

Evergreen GTA Housing Action Lab

Date

2013



Mandate

Aims to address the affordability, sustainability, and diversity of housing in the GTA through collaboration.

Location

Waterloo



Scope

Municipal, focused on the GTA

Website

<https://www.evergreen.ca/our-projects/gta-housing-action-lab/>



Funding

Supported financially by the Government of Ontario and the Ontario Trillium Foundation

Contact

Michelle German

mgerman@evergreen.ca

Governance

Collaborative project between Evergreen CityWorks and The Natural Step Canada. NOTE: CityWorks is no longer active, though Evergreen is still involved in the Lab.

Current Projects

Conducting solution-based research in 8 focus areas:

- Housing benefit
- Leveraging assets locked in social housing
- New partnerships for affordable housing
- Affordable home ownership
- Purpose built rental
- Tower rental
- Creative infill housing
- Data

Advised by representatives from United Way of Greater Toronto, Institute on Municipal Finance and Governance, and The Centre for Urban Growth and Renewal.

Policy Areas

Economic: increasing housing affordability and economic sustainability, in order to protect the GTA economy

Social: improving accessibility to affordability of housing for low- and middle-income households

Environmental: improving environmental sustainability of GTA housing

Clients/Partners

- BILD
- City of Toronto
- Canadian Mental Health Association Toronto
- Canadian Urban Institute
- CivicAction
- Centre for Urban Growth and Renewal
- Co-operative Housing Federation of Canada (Ontario Region)
- Daily Bread Food Bank

- DKGi Inc.
- Greater Toronto Apartment Association
- Habitat for Humanity GTA
- HSC
- Mowat Centre
- The Natural Step
- The Neptis Foundation
- Ontario Home Builders' Association

- Ontario Non-Profit Housing Association
- PEMBINA Institute
- Region of Peel
- Ryerson City Building Institute
- Sustainable.TO
- Toronto Atmospheric Fund
- Toronto and Region Conservation for The Living City
- Tridel
- Trillium Housing

Approach to Policy Innovation

Structured in three phases:

1. Building collaborative capacity
2. Co-creating a change strategy
3. Implementing collaborative initiatives and shared solutions

• Aimed to be inclusive by involving low- and middle-income households, housing market actors, policy makers and housing sector operators

• Aimed at developing a systems-thinking approach to housing, bringing together public, private, and NFP actors to collaborate and experiment, through research, analysis, consultation, and public discussion.

Making the Shift Youth Homelessness Social Innovation Lab (YHSIL)

Date

2017



Location

Toronto, York University



Website

<http://homelesshub.ca/content/making-shift-youth-homelessness-social-innovation-lab>

Contact

Mike Bulthuis, Project Director
bulthuis@edu.yorku.ca

Mandate

Aimed at ensuring that young people have housing stability, as well as family and other supports to stay in school or access training and employment.

The purpose of the YHSIL is the research and evaluation of the demonstration projects, developing tools and resources to support other communities and knowledge mobilization to ensure these models of prevention take root at the policy and practice levels.

Policy Areas

Social: Youth Homelessness

Governance

Appears to be governed by partnering organizations: A Way Home Canada, the Canadian Observatory on Homelessness (based at York University), and the MaRS Centre for Impact Investing.

Scope

Will take place in 10 Canadian cities: Toronto, Ottawa, Hamilton, Calgary, Edmonton, Medicine Hat, Lethbridge, Red Deer, Grande Prairie, and Fort McMurray.

Funding

Funded by the Government of Canada (nearly \$8m) through the Skills Link program

Clients/Partners

Delivered in partnership between A Way Home Canada, the Canadian Observatory on Homelessness, MaRS Centre for Impact Investing, the provinces of Ontario and Alberta, and community partners.

Current Projects

Phase One of the project involves demonstration projects taking place on Family First, Youth Reconnect and Housing First for Youth, Housing First for Youth Exiting Car, and Housing First for Indigenous Youth, with over 1300 youth and their families participating.

Negotiations are underway for additional project phases.

MaRS Solutions Lab

Location

Toronto



Website

<https://www.marsdd.com/systems-change/mars-solutions-lab/mars-solutions-lab-overview/>



Governance

Governed by Advisory Board, Board of Directors, and Management Team

Part of the (former) SiG national collaborative, along with the J.W. McConnell Family Foundation, WISIR, and PLAN.

Scope

Focuses primarily on Ontario's economic development, but extends to Canada as well.

Current Projects

- Ecosystem development: create environments for social ventures, including work with all levels of government.
- Support for social entrepreneurs: advancing new approaches in social challenges on a national level through SiG.
- Education about social innovation through events and workshops.

Policy Areas

Economic

- Future of Government initiative is helping redesign public services.

Social

- Future of Health
- Future of Work & Learning

Environmental

- Future of Food initiative focuses on local, diverse, and ecologically sustainable food.

Mandate

Raise public awareness about issues of competitiveness and prosperity.

Use research to propose innovations in public policy to stimulate businesses, governments, and educational institutions to take action for the sake of increasing competitiveness, productivity, and the capacity for innovation in

Funding

Non-profit organisation; sponsored by private and public organisations, as well as individual donors. Founding supporters include:

AIC Limited

- Astra Zeneca Canada Inc
- Baycrest Centre for Geriatric Care
- Lawrence S. Bloomberg
- Cancer Care Ontario
- CIBC
- Eli Lilly Canada Inc
- John R Evans
- The Henry White Kinnear Foundation
- Arthur S Labatt
- MDS Inc
- NPS Pharmaceuticals
- St Michael's Hospital
- Peter Munk
- RBC Financial Group
- Joseph L. Rotman
- Allan Slaight
- Toronto Rehabilitation Institute
- William P. Wilder
- Government of Ontario
- Government of Canada
- City of Toronto
- University of Toronto

Approach to Policy Innovation

Help understand social and economic challenges from citizens' perspectives.

Convene stakeholders to develop, prototype, and scale new solutions.

Build capacity for social change by working with governments to create new policies, redesign public services, and create learning communities.

Social Innovation Generation (SiG)

Date

Announced in 2017 that it has closed

Location

Toronto

Website

<http://www.sigeneration.ca/>

Scope

Collaborates with founding partners for national-scale projects and initiatives.

Current Projects

- Development of 'lab models' across Canada, to create environments for experimentation across sectors for solutions seeking (e.g. MaRS).
- The SiG Knowledge Hub, an online source that provides education resources about creating conditions for social innovation.
- Development of open source social innovation curriculum.
- Development of a new finance infrastructure in Canada that will strengthen innovative non-profits, and development of a more robust social finance sector.

Policy Areas

Social

- National Family Care Giving Initiative
- National Mental Health Care Commission
- Ontario Provincial Poverty Reduction Strategy
- A Review of Environmental Sustainability

Education in Canada

- Creation of the Registered Disability Savings

Plan

Mandate

'Seeks to engage partners across sectors to create a culture of continuous social innovation.'

Governance

Collaborative partnership founded by the J.W. McConnell Family Foundation, the University of Waterloo, MaRS Discovery District, and the PLAN Institute.

Funding

Non-profit organisation; sponsored by private and public organisations. Partners/collaborators include:

- Tamarack Institute
- BC Partners for Social Impact
- Centre for Social Innovation
- InWithForward
- Re-code
- Cities for People
- One Earth
- Social Innovation Exchange
- Suncor
- KPMG
- BMW Foundation
- Volans
- West Neighbourhood House
- MASS LBP
- Collaborative Consumption
- Fundacao Calouste Gulbenkian
- Toronto Atmospheric Fund
- Partnership Brokers Association
- Ashoka
- Collaborate CIC
- TACSI
- Impact Strategist

Approach to Policy Innovation

Addressing social and ecological problems by developing a 'living laboratory' of social experiments that have the potential to achieve system change and improve the well-being of Canadians.

Social innovation is 'an initiative, product, or process that profoundly changes beliefs, basic routines, resource and authority flows of an social system in the direction of greater resilience. Successful social innovations have durability, impact, and scale.'

Tamarack Institute for Community Engagement

Date

2002

Location

Waterloo

Website

<http://www.tamarackcommunity.ca>

Contact

Sylvia Cheuy, Director

sylvia@tamarackcommunity.ca

Scope

Collaborates with non-profits, governments, business, and communities on regional/provincial and national scales.

Current Projects

- Offering free educational resources online for community leaders and networks.
- Workshops and gatherings: emphasis on training and capacity development to provide community leaders with skills for effective work.
 - 'Learning labs': small group dialogues designed to turn answers into questions with the understanding that every learner is a teacher and every teacher is a learner.
 - Workshops take place across Canada, in the US, Australia, and New Zealand.
- Consulting services: partnering with clients to co-develop project designs and integrate concepts/ideas.

Policy Areas

Social

1. Vibrant Communities: Cities Reducing Poverty

Network of 47 cities who are creating comprehensive poverty reduction strategies.

2. Deepening Community

Explores programs, policies, and practices that strengthen communities, neighbourhoods, and enhance social capital.

3. Overall goal is to end poverty in Canada.

Mandate

Strengthening community and citizen engagement will lead to a more peaceful and equitable society.

Ultimate focus is to end poverty in Canada.

Governance

Governed by Board of Directors chaired by Alan Broadbent, CEO of Avana Capital Corporation and The Maytree Foundation

Provides a jointly funded staff facilitator who works between the city and university.

Funding

Non-profit organisation; sponsored by J.W. McConnell Family Foundation, Maytree Foundation, Government of Ontario, Google, and Ontario Trillium Foundation. Also partners with FSG, Kindred Credit Union.

Approach to Policy Innovation

Addressing social and ecological problems by developing a 'living laboratory' of social experiments that have the potential to achieve system change and improve the well-being of Canadians.

Social innovation is 'an initiative, product, or process that profoundly changes beliefs, basic routines, resources and authority flows of any social system in the direction of greater resilience. Successful social innovations have durability, impact, and scale.'

The Natural Step's Natural Capital Lab

Date

2016



Location

Ottawa



Website

<http://naturalcapitallab.com/>

Contact

John Purkis, Director

jpurkis@naturalstep.ca

Scope

National

Mandate

Brings together innovators from business, government, and non-government to collaborate on pilot projects to identify, test, and scale natural capital measurement and management.

Governance

Convened by The Natural Step Canada, but governed by a steering committee of representatives from partner organisations.

Funding

Supported financially by the Ontario Trillium Foundation, Chartered Professional Accountants Canada, Deloitte, TD Bank, The Cooperators, and Smart Prosperity Institute.

Policy Areas

Economic: management of natural capital and resources

Environmental: improving environmental sustainability of natural resources

Current Projects

Focus on three work streams: corporate, municipal, and federal/regional.

- Identifies two intervention areas for each work stream to be part of annual Action Plans, where innovators further develop plans for implementation.

Between 2015 and 2016, engaged over 100 natural capital stakeholders in order to map the landscape of the natural capital system in Canada.

Clients/Partners

- CPA Canada
- Deloitte
- The Cooperators
- The Government of Ontario
- TD Bank Group
- Smart Prosperity Institute
- Sustainability Prosperity
- Municipal Natural Capital Initiative

Approach to Policy Innovation

Innovation through collaboration between stakeholders to identify, test, and scale projects, and supporting innovators as they co-create and experiment with new models and processes aimed at improving natural capital management in three work streams: corporate, municipal, and federal/provincial/territorial.

Serves as a:

- Platform for ongoing experimentation, innovation, and collaboration
- Network to share lessons and knowledge among participating organizations and stakeholders
- Channel to spark a new narrative that inspires dialogue and action on key issues and challenges related to natural capital

1125@carleton

Date

2013; has since closed.

Location

Ottawa

Mandate

A 'lab' intended to be an experimental, collaborative space for solving 'wicked' problems that will build more sustainable communities.

Governance

Housed in and operated out of Carleton University.

Scope

Global

Policy Areas

No specific policy areas, but aimed at building 'sustainable communities'.

Funding

Funded by the university

Current Projects

Inactive

Clients/Partners

Formerly a member of the European Network of Living Labs (ENoLL).

Approach to Policy Innovation

- Using an experimental, collaborative space to connect Carleton students and researchers with communities to 'collaboratively develop viable and scalable solutions'.
- Teaching and applying a strategic, deliberative design approach to problem solving in public and social spaces.

Brookfield Institute for Innovation + Entrepreneurship (BII+E)

Date
2016



Location
Toronto



Website

<https://www.marsdd.com/sys-tems-change/mars-solutions-lab/mars-solutions-lab-overview/>

Contact

Sean Mullin, Director
Sean.mullin@ryerson.ca

Mandate

Dual focus on innovation and entrepreneurship, with the ultimate aim of creating economic and social benefits for Canadians.

The Institute believes that innovation and entrepreneurship are intertwined, and that entrepreneurship is the 'conduit' through which innovation can produce tangible benefits for society.

Governance

Housed within Ryerson University
Guided by an advisory board consisting of public, private, and academic sector leaders.

Scope

National focus, though seems to be mostly involved in provincial projects.

Funding

Funded with \$16 million donation from Jack Cockwell and the Brookfield Partners Foundation

Current Projects

In January 2017, announced a partnership with the OPS Policy Innovation Hub aimed at learning about policy innovation tools, engaging Ontarians in policy development, increasing policy innovation practices in the OPS, and positioning Ontario as a leader in policy innovation. Otherse include Digital Literacy and Coding Pilot, Poicy Innovation Platform, Basecamp, ScaleUP Ventures, and Challenge Accepted.

Clients/Partners

Clients and collaborators include:

- Ontario Public Service
- Brookfield Partners Foundation
- Polar (Toronto-based tech company)
- The Munk School of Global Affairs
- Canadian Institute for Advanced Research
- RBC

Policy Areas

No specific policy areas; projects cover range of topics, including environmental, social, and economic policy. Past projects have focused on, accessibility, climate change, technology and digital innovation

Approach to Policy Innovation

1. Improving policy design, the policy development process, and policy implementation in order to achieve a specific goal around the needs of citizens and communities.
2. Facilitating stronger engagement, dialogue, and relationships between the people making policies and the citizens and communities impacted by them.

Carleton Centre for Community Innovation

Date

1997; originally the Centre for the Study of Training, Investment and Economic Restructuring

Location

Ottawa

Website

<https://carleton.ca/3ci/>



Contact

Frances Abele, Academic Director
frances_abele@carleton.ca

Policy Areas

Mostly social, with a large indigenous focus on poverty reduction, access to education, community food security, community environmental sustainability, violence against women, housing and homelessness.

Clients/Partners

- Atkinson Foundation
- Bell Canada
- Canada Economic Development Agency for Quebec Regions
- Canada Revenue Agency
- CIDA
- Columbia Foundation
- Dean's Office, Faculty of Public Affairs
- National Centre for First Nations

Governance

- Human Resources and Skills Development Canada
- Industry Canada

Mandate

Focused on investigating, strengthening, and disseminating innovation through research, education, and program management for local governments and non-profits. Seeks to convene non-profit sectors and local institutions to improve quality of life for communities.

Governance

Housed within Carleton University at the School of Public Policy and Administration. Guided by an advisory board consisting of public, private, and academic sector leaders.

Scope

National focus, though seems to be mostly involved in provincial

Funding

Financially supported by the university and donors/clients

Current Projects

Canadian Impact Infrastructure Exchange (CIIX): designed to help stimulate investment in impact infrastructure by acting as a medium between private capital and infrastructure requirements.

Responsible Investing Initiative (RII): aimed to have more Canadian institutional investors take up responsible investing to create positive impact for Canadian communities.

Communities First: Impact of Community Engagement (CFICE): research project aimed at strengthening Canadian non-profits, universities, colleges, and funding agencies to build more successful, innovative, resilient, and prosperous communities.

- International Development Research Centre
- JW McConnell Family Foundation
- Ontario Trillium Foundation
- Ottawa Community Loan Fund
- RBC
- Shareholder Association for Research Education
- SSHRC
- Tides Canada Foundation

Approach to Policy Innovation

No definition for or reference to 'policy innovation', but has a focus on capacity building and driving culture shifts within institutions for improved social and economic well-being.

Highlights 'social finance' and 'impact investing': the leveraging of financial tools to create economic, social, and environmental value.

Also emphasises the importance of community engagement.

GreenHouse

Location

Waterloo

Website

<http://uwaterloo.ca/stpauls/greenhouse>

Contact

Tania Del Matto, Director
tdelmatt@uwaterloo.ca

Mandate

A dedicated space that fosters creativity and collaboration, with resources to help students conceive ideas that address pressing environmental/social problems, along with testing, launching, and measuring the impact of their ideas.

Aimed at supporting startups that apply innovative approaches to pressing society problems to create economic growth and improve the human condition

Governance

Base at St. Paul's University College at the University of Waterloo

Scope

Regional

Policy Areas

No specific policy areas; focuses on 'social' and environmental issues.

Funding

Funded by the university, but accepts financial and in-kind donations.

Clients/Partners

Formerly a member of the European Network of Living Labs (ENoLL).

Current Projects

Social Impact Fund:

Established by St Paul's to support the testing and development of early-stage, high-potential ideas from

Approach to Policy Innovation

Emphasis on having a physical collaborative space where ideas can be incubated: tested, scaled, launched, evaluated.

Institute without Boundaries (IwB)

Date

2003

Location

Toronto

Website

<http://institutewithoutboundaries.ca>

Contact

Luigi Ferrara, Dean of Centre for ADIT

lferrara@georgebrown.ca

Governance

Based at the School of Design at George

Scope

Regional

Funding

Appears to be financially independent – supported by the college and through services offered to clients.

Policy Areas

Highlights 10 Challenges for Design that centre on all areas of urban sustainability and efficiency, including environmental impact, sustainable transportation, social identities, and the ageing population.

Mandate

A Toronto-based academic program and studio that offers educational resources and professional services that focus on collaborative design practice.

Mission is to achieve social, ecological, and economic innovation through design research and strategy.

Has three divisions:

1. Academic postgraduate certificate program called Interdisciplinary Design Strategy
2. Research division that supports special projects that further the IwB's objectives
3. Professional projects division that offers consulting services

Current Projects

Continuous Communities: working collaboratively with Toronto Global, Neptis Foundation, and the Institute for Competitiveness and Prosperity, the IwB aims to create an integrated communication design strategy for the Toronto region and develop three distinct projects under this strategy.

Clients/Partners

Full list of partners: <http://institutewithoutboundaries.ca/about-us/partners/>

Partners include:

- The City of Toronto
- The Toronto Foundation
- Metrolinx
- The City of Chicago
- Toronto Pearson
- CMCH
- Toronto and Region Conservation for The Living City
- Illinois Institute of Technology
- The Municipal Art Society of NYC

Approach to Policy Innovation

- Emphasis on interdisciplinary methods to 'collaborate, conceptualize, create, test and share in all aspects of the project from brainstorming to project completion'.
- Focus on a hands-on approach and the value of co-creation.

List and definition of tools and methodologies: <http://institutewithoutboundaries.ca/what-we-do/tools/>

OCAD Strategic Innovation Lab (sLab)

Date

2008



Location

Toronto



Website

<http://slab.ocadu.ca/>

Contact

Greg Van Alstyne, Co-founding Director

gva@gregvanalstyne.com

Current Projects

Promotion of the MDes in SIF program, for its growth and development.

- First program of its kind in Canada, and largest graduate program at OCAD.
- Aims at training graduates for applying design thinking in the business/design sectors.

DesignJam: service that offers design thinking and creative business skills for young startups and social innovators.

- Provides coaching, mentorships, and workshops for developing skills.
- Funded by Government of Ontario.

Hosted the Related Systems Thinking and Design (RSD5) Symposium in 2016.

Mandate

Raise public awareness about issues of competitiveness and prosperity.

Use research to propose innovations in public policy to stimulate businesses, governments, and educational institutions to take action for the sake of increasing competitiveness, productivity, and the capacity for innovation in Ontario and Canada.

Governance

Works in collaboration with the Master of Design (MDes) in Strategic Foresight & Innovation (SFI) program at OCAD.

Operates out of OCAD University, and is governed/operated largely by a network of SFI professors.

Scope

Works with partners and clients both locally and internationally.

Funding

Operates out of OCAD University.

Partners with the Government of Ontario (through Ontario Centres of Excellence and Ontario Network of Entrepreneurs) and MaRS for projects, like DesignJam.

Policy Areas

Social:

Promotion of MDes in SFI, as well as professional development for design thinking strategies and innovative thinking.

Approach to Policy Innovation

- Aims at creating sustainable solutions and meaningful change, through design thinking techniques that places human needs at the centre of problem finding and problem solving.
- Approach to innovation:
 - o Design thinking
 - o Creative insight: leading to innovative strategies, platforms, policies, systems
 - o Horizon scanning: social technological, economic, ecological, political & values signals
 - o Foresight scenarios: thinking about, debating planning, shaping the future
 - o Strategic planning: understanding impacts is key

Waterloo Institute for Social Innovation and Resilience (WISIR)

Date
2007

Location
Waterloo

Website
<https://uwaterloo.ca/waterloo-institute-for-social-innovation-and-resilience/>

Contact
Dan McCarthy, Director
dan.mccarthy@uwaterloo.ca

Policy Areas
Technologica: Development of ‘social innovation lab’ that use visualisation and simulation software to allow decision makers to ‘interact with game-like models of the systems they are working within.’

Economic: Partnered with The Rockefeller Foundation to develop a lab on youth unemployment in the US by engaging participants and developing models to explore the youth employment system.

Social: Partnered with MaRS to develop/text lab on the Ontario Tender Fruit Industry, with the intent to address food system challenges.

Environmental: Partnership with TRCA, WISIR, and Queen’s University on exploring social Innovation as a contributor to social-ecological resilience.

Clients/Partners
Collaborates on SiG (a national initiative) with MaRS Discovery District, and the PLAN Institute.

Approach to Policy Innovation

Defines ‘social innovation’ as ‘any initiative (product, process, program, project, or platform) that challenges and, over time, contributes to changing the defining routines, resource and authority flows or beliefs of the broader social system in which it is introduced. Successful social innovations have durability, scale and transformative impact.’

Mandate
Strengthening community and citizen engagement will lead to a more peaceful and equitable society.

Governance
Chaired by Frances Westly, J.W. McConnell Chair

Scope
Collaborates with other institutions on regional, provincial, and national scales.

Funding
Product of SiG@Waterloo, a collaborative project at the University of Waterloo between J.W. McConnell Family Foundation and Social Innovation (SiG).
Funding for projects provided by the Rockefeller foundation and the J.W. McConnell Family Foundation; partners with MaRS Solutions Lab for project development.

Current Projects

- ‘Knowledge generation, dissemination and facilitation.’
- Social innovation simulations and modelling through software programs as a new type of social innovation ‘labs’.
- Pursues collaborative research projects that links UW faculties, researchers from other universities, and non-academic communities in order to generate inter-disciplinary knowledge about social innovation.
- Developed educational and professional training programs.

Chapter 5:

QUEBEC

Policy Innovation Labs in Quebec

Not-for-Profit

Communautaire

Le Réseau Québécois en Innovation Sociale

Quartier de l'Innovation

Private

Percolab

Notable Trends

Most labs are non-profit organizations

Concentrated in Montreal

Focused on improving engagement, collaboration, and capacity for innovation

Communautiquesilience

Date

1999



Location

Montreal



Website

<https://www.communautique.quebec/>

Contact

info@communautique.quebec

Governance

Governed by a board of directors.

Developed in partnership between the Canadian Institute for Adult Education and La Puce in 1995, and incorporated in 1999.

Policy Areas

Concerned with issues of 'e-democracy' and 'e-government' addressed by the government of Quebec.

Improved information technology education and training for citizens, and improving accessibility of information to citizens.

Also focuses on:

1. Accessibility
2. Poverty
3. Social exclusion
4. Citizenship
5. Continuing education

Approach to Policy Innovation

Heavily focused on community/civic engagement:

Community organisations and the social economy are considered crucial actors for mobilising information and communications technology.

Acts as a hub where knowledge can be exchanged in order to share information and make technological

Mandate

Mission is to support citizen participation to strengthen democracy and promote economic, cultural, and social development.

Aimed at engaging citizens and communities in the Canadian and Quebec information and communications technology policy space.

Focused on developing communications technology sector.

Scope

Appears to be municipal/regional in scope.

Acts as a hub for community organisations and Quebec citizens

Current Projects

Quebec Internet Citizens Platform: developed in consultation with community groups, which aims to contribute to the development of the Internet and citizen engagement.

Fab Labs Nation: aimed at building Canada's digital manufacturing infrastructure in order to create more resilient communities.

Youth Internship program: provides youth with a unique experience in information and communication technologies, providing employment opportunities.

'Open Skills for Digital Skills': a pilot project carried out with the Laboratory of Applied Communication

Le Réseau Québécois en Innovation Sociale

Date

2013



Location

Montreal



Website

<http://www.rqis.org/>

Contact

Laurence Bakayoko, acting Director

communication@rqis.org

Governance

Developed in partnership between the Université du Québec and the now Ministry of Economy, Innovation and Exports.

Governed by a board of directors

Current Projects

Hosts workshops and events to engage clients in social innovation practices and help facilitate the development of innovation projects.

Le Rendez-vous de l'innovation sociale 2016 : a conference on social innovation convened in 2016 in Montreal.

Community of interest: a convention of representatives and leaders from local/regional organizations related to social innovation, to create a multidisciplinary and multisectoral network to address economic, social, educational, and cultural issues in Quebec.

Mandate

The RQIS is a space that allows for the sharing and mobilization of knowledge and experiences that contribute to making social innovation an essential part of Quebec's sustainable development.

Provides the resources and expertise to assist clients with innovative projects.

Scope

Appears to focus on regional policy issues.

Funding

An autonomous non-profit organisation.

Received a 3-year funding grant from the McConnell foundation in 2012; continues to partner with the McConnell foundation.

Relies on grants and charitable donations.

Clients/Partners

- JW McConnell Family Foundation
- Fondation Lucie et André Chagnon
- Ministère de l'Économie, de la Science et de l'Innovation
- Le Salon 1861

Policy Areas

No specific areas of focus – has a holistic, multidisciplinary approach to policy issues in Quebec.

Appears to be focused on social policies and programs.

Approach to Policy Innovation

Defines (social) innovation as a new idea, approach, or method, a new service, product, or policy that provides a sustainable solution to a social problem, providing a collective benefit and bringing systemic change. knowledge accessible.

Quartier de L'Innovation

Date

2013



Location

Montreal



Website

<http://quartierinnovationmontreal.com>



Contact

Damien Siles, Executive Director

glanglois@quartierinnovationmontreal.com

Current Projects

Neoshop: a network of stores dedicated to innovative products and startups.

QI Connexion: in collaboration with Deloitte and BCF, QI organises 5 QI Connexion events annually, where startups are identified to present a solution for a problem submitted by larger organisations.

QI Signature: presented every spring, this is an urban art route that unites and showcases local artists, retailers, and businesses.

Mat'Inno: in partnership with the Junior Chamber of Commerce of Montreal, QI organises 5 breakfast conferences annually on a range of current issues, and provides a forum for professors from the QI university network to talk about innovative solutions in the city's academic world.

Montreal Summit on innovation: a collaboration between QI, C2 Montreal, and QI member universities, the Montreal Summit brings together people from various sectors to discuss sustainable solutions to social/economic issues.

Policy Areas

Focuses on four sectors including, industrial (information technology), urban (sustainable infrastructure and urban development), education and research, and social and cultural

Approach to Policy Innovation

Innovation results from active engagement and collaboration, and leveraging expertise from diverse groups of people.

Using a laboratory space to test ideas.

Mandate

An innovation ecosystem that aims to increase the city's creative potential. Its goal is to increase collaborations and partnerships between local players in order to create significant economic and social benefits and make Montreal a world-renowned showcase of innovation.

Governance

Launched under the leadership of the École de Technologie Supérieure and McGill University. This network has extended to include Concordia University and Université du Québec à Montréal.

Scope

Focused on local projects/development in Montreal.

Funding

Financed by governing partners in addition to:

- The City of Montreal
- The Government of Quebec
- The Government of Canada

Clients/Partners

- Fonds de Solidarité FTQ
- Banque Nationale
- Bank of Montreal
- Deloitte
- Videotron
- Desjardina
- RBC
- Caisse de dépôt et placement du Québec
- Power Corporation du Canada
- BCF Avocats D'Affaires
- Pages Jaunes
- Cadillac Fairview
- Groupe Germain Hôtels
- Agropur

Percolab

Date

2007

Location

Montreal

Website

<http://www.percolab.com/en>

Contact

Samantha Slade, co-founder

sam@percolab.com

Policy Areas

No specific areas of focus; depends on client base.

Appears to be focused on social policies and programs.

Current Projects

Offers services and workshops for teaching co-design, participatory event design and facilitation, organisational innovation, web technologies, digital storytelling, graphic facilitation, learning circles, and conversation labs.

OutilVif: an online space for immigrants to integrate into Quebec society.

ECTO Cooperative coworking space: A fully-equipped inspirational space that helps people take pleasure in their work in a collaborative space that helps them succeed in their projects.

The Art of (Inter)action – Art of Hosting Montreal: An international community of practitioners who engage teams and groups in action for the common good.

International forum: Design and organisation of a bilingual event on competences that brought together projects relating to lifelong learning, employability, and learning organisations.

Mandate

- Focused on building capacity for innovation through facilitation workshops and training events.
- Accompanies organisations as they shift paradigms in working and learning with strong capacities to do and learn together.
- Based on the principles of collaboration, people-oriented, learning, open forums, and being bold.

Governance

Incorporated and independently operated.

Scope

- Based in Montreal, QC, but also has an office in Paris, France.
- Operates within multiple sectors: local public and private institutions, to the European Commission.
- Appears to have a larger global focus, but offers services and resources to local clients.

Funding

Is incorporated and receives no outside funding.

Clients/Partners

Percolab is a member of Art of Housing, Communautique, ICÉA, and Le Réseau Québécois en innovation sociale (RQIS).

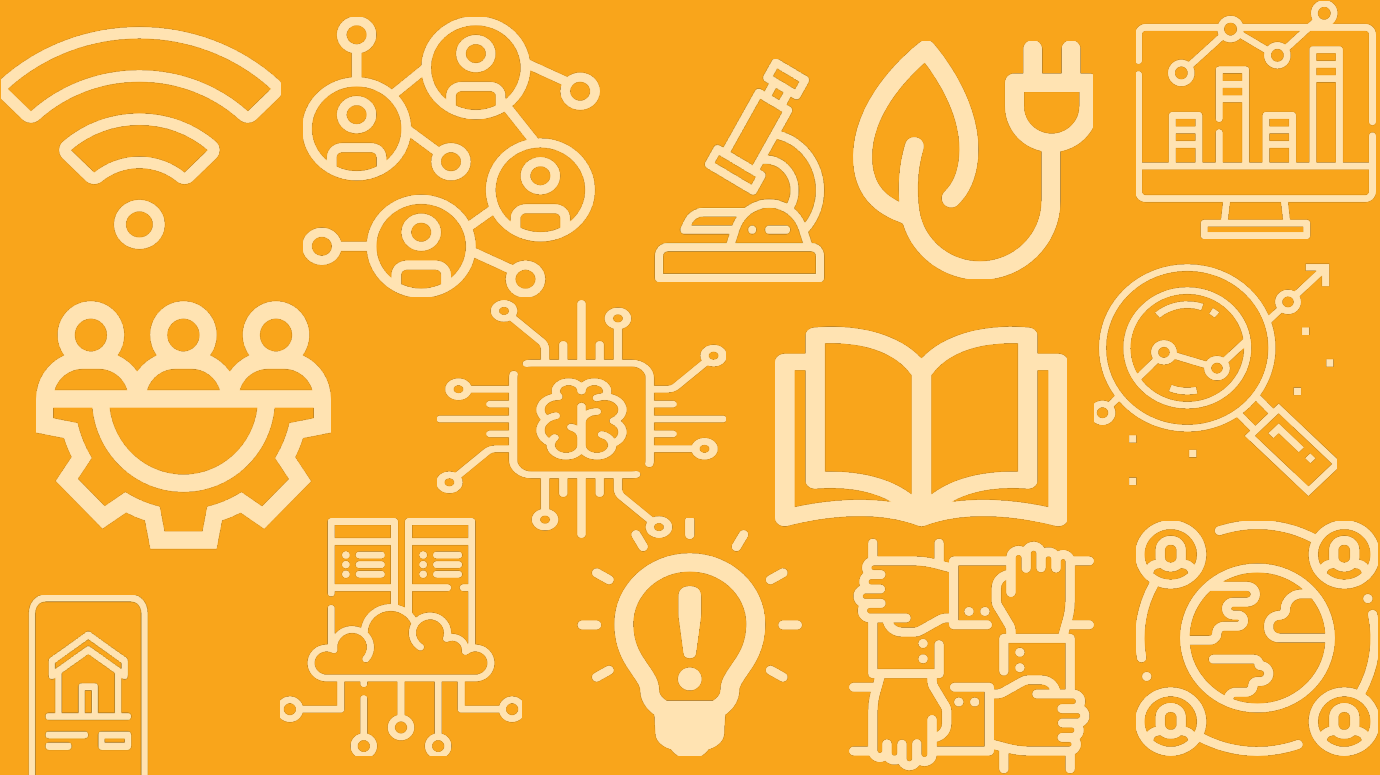
Also collaborates with:

- Centre de documentation sur l'éducation des adultes et la condition féminine (DCÉACF)
- Corporation de développement économique et communautaire Centre-Sud/Plateau Mont-Royal
- Groupe de travail sur les normes
- Monkey Business and Team Academy network (Finland)
- Team Factory (France)
- Montréal Ouvert

Clients include the European Commission, Montreal Insectarium, Biodôme and Botanical Garden.

Approach to Policy Innovation

Innovation results from active engagement and collaboration, and leveraging expertise from diverse groups of people.



Centre for Policy Innovation
and Public Engagement

Ryerson
University