

# Government Policy Innovation Labs – April 2020

Catalogue of Canadian-based government  
innovation labs updated April 2020

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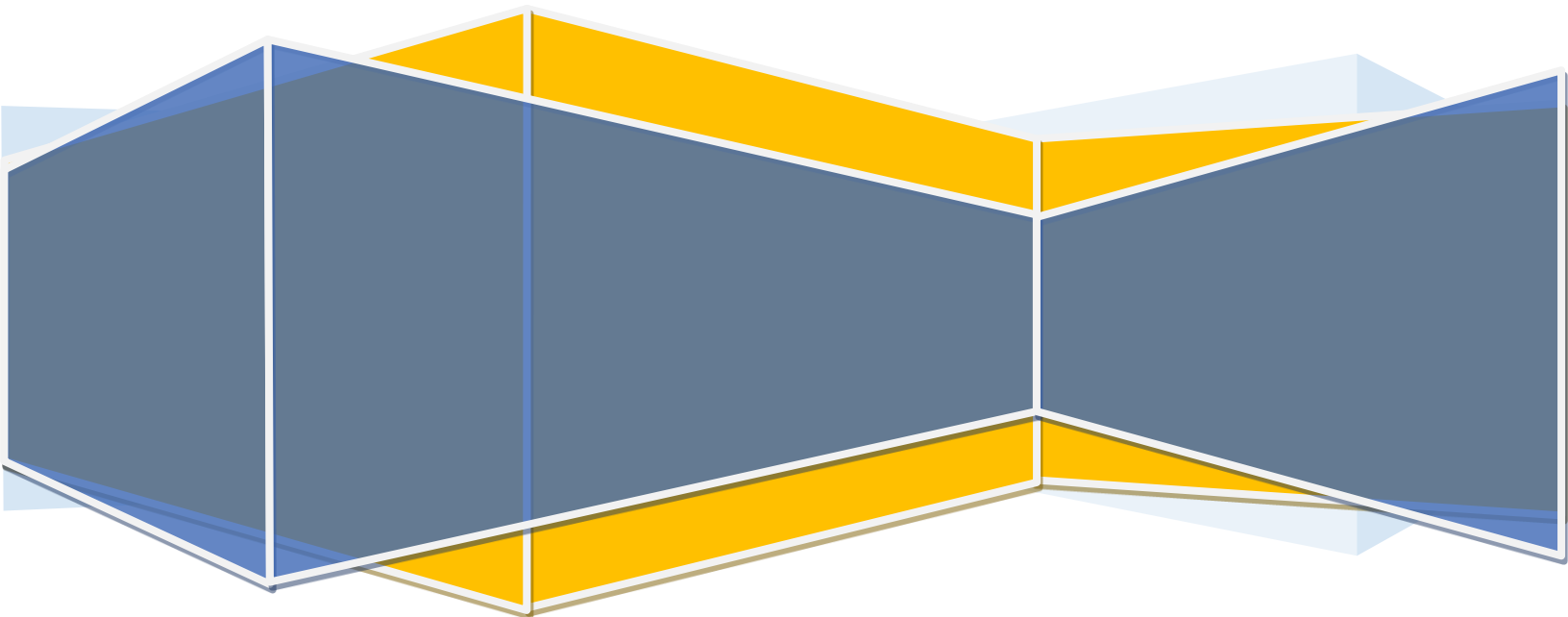


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## MUNICIPAL

Civic Innovation Office City of Toronto	
Date Launched	2017
Location	Toronto, ON
Contact Information	civinnovation@toronto.ca
Website	<a href="https://www.civinnovation.to/">https://www.civinnovation.to/</a>
Mandate/Focus	<ul style="list-style-type: none"> <li>• The Civic Innovation Office helps create a more responsive government, one that acts quickly and meaningfully on behalf of the people it serves.</li> <li>• 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.</li> </ul>
Governance	Operates out of City of Toronto
Scope	Municipal
Funding	Funded by Bloomberg Philanthropies
Clients/Partners	<ul style="list-style-type: none"> <li>• Chief Corporate Officer</li> <li>• Chief Information Office</li> <li>• Executive Director of Financial Planning</li> <li>• Chief Purchasing Official</li> <li>• 311 Toronto</li> </ul>
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. Creating a space to break down silos, engage with citizens, and test new ideas.
Current Projects	<u>Answering the Call</u> : Design, build and pilot a more responsive model for 311 information requests.
Social Media	T: <a href="https://twitter.com/civictoronto">https://twitter.com/civictoronto</a>

<p>The Innovation Lab                  City of Calgary</p>	
Date Launched	2016
Location	Calgary, AB
Contact Information	<a href="mailto:civicinnovation@calgary.ca">civicinnovation@calgary.ca</a>
Website	<a href="https://calgary.ca/civicinnovationyc">https://calgary.ca/civicinnovationyc</a>
Mandate/Focus	<p>The Innovation Lab is a public-sector Lab embedded in and run by The City of Calgary to bring best practices in innovation to internal City business units. We use Design Thinking to help The City of Calgary transform their programs, processes and people for effective service delivery and to build a more resilient city together. The Innovation Lab 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.”</p>
Governance	Operates out of the City of Calgary, with physical space at Calgary’s City Hall
Scope	Municipal - lab
Funding	Lab is financially funded by the City of Calgary
Clients/Partners	<p>Clients: Internal City Groups                  Partners: Academic Institutions (e.g. Mount Royal University), other innovation Labs in Alberta (e.g. D4AHS, CoLab)</p>
Policy Areas	<p>The Innovation Lab works with City groups who are looking to increase their capacity for innovation and explore problems or opportunities in a new way. This is done by concentrating our work in three strategic areas:</p> <ol style="list-style-type: none"> <li>1. Consulting: We lead project teams through complex challenges using innovation tools and methodologies, design research and data synthesis.</li> <li>2. Professional Learning: We lead professional learning opportunities to strengthen skills in collaboration, design, and innovation.</li> <li>3. Innovation network: We accelerate innovation at The City by designing opportunities to connect staff, projects, and citizen groups.</li> </ol> <p>Past topics explored include:</p> <ul style="list-style-type: none"> <li>• Gender Bases Analysis Plus</li> <li>• Smart City Technologies Made Human</li> <li>• Voter Experience: improving voter experiences for municipal elections to increase turn out</li> </ul>
Approach to Policy Innovation	<p>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.</p>

	The lab is also promoting co-creation and collaboration with citizens, volunteer groups, post-secondary institutions, non-profits, businesses, and industry groups.
Current Projects	<p>Redesigning the Council Report Writer’s experience</p> <p>Downtown Strategy (including Design Sprints)</p> <p>Variable Set Out Customer Behavior – Design Research for Waste &amp; Recycling</p> <p>Supported Workforce (including capacity building and a design thinking cycle on psychological safety in Water Services)</p>
Social Media	<ul style="list-style-type: none"> <li>▪ Facebook: <a href="#">cityofcalgary</a></li> <li>▪ Twitter: <a href="#">cityofcalgary</a></li> </ul>

<a href="#">Innovate Barrie</a>	
Date Launched	
Location	Barrie, ON
Contact Information	Rhonda Bunn Executive Director, Innovate Barrie <a href="mailto:rbunn@barrie.ca">rbunn@barrie.ca</a>
Website	
Mandate/Focus	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.
Governance	Operates out of City of Barrie
Scope	Municipal
Funding	Funded by the City of Barrie
Clients/Partners	City of Barrie Citizens and Departments
Policy Areas	Innovate Barrie is focused on human resources, the Centre for Continuous Improvement, Innovation and information technology.
Approach to policy innovation	Internal innovation and utilizing technology to improve service delivery through improved productivity and engagement with staff.
Current Projects	<ul style="list-style-type: none"> <li>▪ SAP Implementation</li> <li>▪ Staff Strategic Planning</li> <li>▪ Application and License Implementation Citizen</li> <li>▪ Relationship Management software implementation</li> <li>▪ Policies on Cannabis Health and Safety in the Workplace</li> <li>▪ Portfolio Management</li> <li>▪ Change Management Innovation and Six Sigma Training and Methodology</li> <li>▪ Workforce Management Processes and Software</li> <li>▪ Continuous Improvement including process reengineering, labour relations,</li> <li>▪ Municipal Innovation Community (MIC) MIX – Municipal Innovation Exchange with Ontario Buys and City of Guelph and City of London</li> </ul>
Social Media	None

Digital Kitchener Innovation Lab City of Kitchener	
Date Launched	2017
Location	Kitchener, ON
Contact Information	Courtney Zinn, Innovation Lab Director Courtney.zinn@kitchener.ca
Website	<a href="https://www.kitchener.ca/en/city-services/digital-kitchener-innovation-lab.aspx">https://www.kitchener.ca/en/city-services/digital-kitchener-innovation-lab.aspx</a>
Mandate/Focus	<ul style="list-style-type: none"> <li>▪ 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.</li> <li>▪ Mandate is rooted in five primary innovative initiatives: <ul style="list-style-type: none"> <li>○ Efficiency</li> <li>○ Insight</li> <li>○ Cost</li> <li>○ User experience</li> <li>○ Sustainability</li> </ul> </li> </ul>
Governance	<ul style="list-style-type: none"> <li>▪ Created in partnership with the City of Kitchener and Communitech, a tech incubator. The lab is operated by city staff and co-op students</li> </ul>
Scope	Focused on municipal and regional civic issues.
Funding	<ul style="list-style-type: none"> <li>▪ 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.</li> <li>▪ Lab space will be provided in kind by Communitech.</li> <li>▪ Future scaling up and cost reductions will be funded by municipal partnerships and corporate sponsorships.</li> </ul>
Clients/Partners	<ul style="list-style-type: none"> <li>▪ Communitech</li> </ul>
Policy Areas	<ul style="list-style-type: none"> <li>▪ Focusing on strengthening the Toronto-Waterloo Region Corridor, a hub for technology and innovation.</li> <li>▪ Also focused on addressing civic problems from a technological perspective.</li> </ul>
Approach to policy innovation	Applying and developing new and technologically innovative solutions to civic issues.
Current Projects	
Social Media	



<p>Guelph Lab                  City of Guelph</p>	
Date Launched	2016
Location	Guelph, ON
Contact Information	Blair Labelle <a href="mailto:Blaire.labelle@guelph.ca">Blaire.labelle@guelph.ca</a>
Mandate/Focus	<ul style="list-style-type: none"> <li>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..</li> </ul>
Governance	<ul style="list-style-type: none"> <li>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.</li> </ul>
Scope	Municipal, Guelph based community issues
Funding	Funded by the University of Guelph and the City of Guelph
What do they mean by 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.
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.
Current Projects	City of Guelph roundtables <ul style="list-style-type: none"> <li>Experimenting with different methods for developing policies, programs, and services.</li> </ul> Active Citizen project <ul style="list-style-type: none"> <li>Links University research/resources with City initiatives to engage citizens in city governance.</li> </ul> Procurement Lab <ul style="list-style-type: none"> <li>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’.</li> <li></li> </ul>

CityStudio Vancouver City	
Date Launched	2016
Location	Vancouver, BC
Contact Information	Janet Moore, Co-Director and co-founder <a href="mailto:Janet.moore@citystudiovancouver.com">Janet.moore@citystudiovancouver.com</a> Duane Elverum, Co-Director and co-founder <a href="mailto:Duane.elverum@citystudiovancouver.com">Duane.elverum@citystudiovancouver.com</a>
Website	<a href="http://www.citystudiovancouver.com">http://www.citystudiovancouver.com</a>
Mandate/Focus	<ul style="list-style-type: none"> <li>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</li> </ul>
Governance	<ul style="list-style-type: none"> <li>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</li> </ul>
Scope	Municipal
Funding	Operates out of the City, but has funding partners (listed below):
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.
Policy Areas	<p>Focused on urban policy areas with the following range of strategies:</p> <ul style="list-style-type: none"> <li>The Healthy City</li> <li>The Engaged City</li> <li>The Greenest City Action Plan</li> <li>The City of Reconciliation</li> <li>The Renewable City</li> </ul> <p>Seems to be a particular focus on environmental policy and sustainability, and social health and well-being.</p>
Approach to policy innovation	<ul style="list-style-type: none"> <li>Calls itself an innovation hub, but no other direct reference to 'innovation'.</li> <li>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.</li> <li>Also promotes a global culture shift.</li> </ul>

<p>Current Projects</p>	<ul style="list-style-type: none"> <li>▪ Community Hub: aimed to build trust in the community by providing space for citizens to meet, connect, collaborate, and engage.</li> <li>▪ 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.</li> <li>▪ Campus Courses: connecting faculty/students with the City to create and deliver community projects.</li> <li>▪ 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.</li> <li>▪ Global Sharing: teaching the CityStudio model with other cities through the Art of Cities conference, speaking events, and workshops.</li> </ul>
<p>Social Media</p>	<ul style="list-style-type: none"> <li>▪ Facebook: <a href="#">CityStudioVancouver</a></li> <li>▪ Twitter: <a href="#">citystudiovan</a></li> <li>▪ Instagram: <a href="#">CityStudioVan</a></li> <li>▪ YouTube: <a href="#">CityStudioVancouver</a></li> </ul>

Laboratoire d'innovation urbaine de Montréal   Montreal Urban Innovation City of Montreal	
Date Launched	2018
Location	Montreal, PQ
Contact Information	<a href="mailto:lab.innovation.urbaine@ville.montreal.qc.ca">lab.innovation.urbaine@ville.montreal.qc.ca</a>
Website	<a href="https://laburbain.montreal.ca/">https://laburbain.montreal.ca/</a>
Mandate/Focus	<ul style="list-style-type: none"> <li>▪ The Urban Innovation Lab's mission is to foster and support the emergence of innovative solutions to major urban challenges. Working together with citizens, city employees and our partners, we strive to provide Montrealers with the tools needed to build a more open, integrated and efficient city.</li> <li>▪ The Montreal Urban Innovation Lab aims go beyond technology and embrace innovation in a more global way to tackle complex urban issues and provoke a systemic change within the city administration and the community of Montreal. In order to meet this goal, the Lab seeks to become a space for exploration, experimentation and reflection.</li> <li>▪ Montreal considers that open data is central to achieve its objectives in matters of transparency, economic development and citizen services. The lab encourage a data culture to support urban challenges.</li> </ul>
Governance	City of Montreal
Scope	Municipal lab
Funding	City of Montreal, and federal and provincial government subsidies
Policy Areas	Policy areas of focus are urban mobility, direct services to citizens, quality of life, the democratic process and economic development.
Approach to policy innovation	<ul style="list-style-type: none"> <li>▪ Based on three strategic pillars: the development of innovation-facilitating processes, citizen and stakeholder engagement, and data-driven decision-making</li> </ul>
Current Projects	<ul style="list-style-type: none"> <li>▪ City of Montreal has been awarded the \$50M Prize Category of the Smart Cities Challenge.</li> <li>▪ Open data</li> <li>▪ Autonomous vehicle testing</li> <li>▪ MTL WiFi</li> <li>▪ Parking pilot projects</li> <li>▪ Lab 5G</li> </ul>
Social Media	<a href="https://www.facebook.com/mtllium/">https://www.facebook.com/mtllium/</a>

PROVINCIAL

<p>Alberta CoLab                  Government of Alberta, Department of Energy</p>	
Date Launched	January 2014
Location	Edmonton, AB
Contact Information	Brent Wellsch <a href="mailto:Brent.Wellsch@gov.ab.ca">Brent.Wellsch@gov.ab.ca</a> Jesse Toor <a href="mailto:Jesse.Toor@gov.ab.ca">Jesse.Toor@gov.ab.ca</a> Keren Perla <a href="mailto:Keren.Perla@gov.ab.ca">Keren.Perla@gov.ab.ca</a>
Website	N/A
Mandate/Focus	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.
Governance	Operates out of the Department of Energy in the Government of Alberta.
Scope	Provincial focus, but has a pan-Canadian stretch
Funding	Lab is funded by the Government of Alberta.
Clients/Partners	<ul style="list-style-type: none"> <li>▪ Other regional labs, particularly Energy Futures Lab and the Skills Society Action Lab.</li> <li>▪ MaRS</li> <li>▪ McConnell Foundation</li> <li>▪ United Nations Development Program</li> <li>▪ Other provincial governments (Manitoba, Nova Scotia, Yukon).</li> </ul>
Policy Areas	<ul style="list-style-type: none"> <li>• Focused entirely on the Alberta energy sector, but advises work in other sectors.</li> <li>• Aimed at promoting energy transitions through technological innovations.</li> </ul>
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: <ul style="list-style-type: none"> <li>▪ Consulting, research and testing on projects related to longer-term energy transition, this includes cross-sector collaboration.</li> <li>▪ Capacity building for internal staff on innovation methodologies: Communities of practice, intensive training series, toolkits, mentorships</li> <li>▪ Field-building: contributing thought leadership to the fields of social innovation, systemic design and strategic</li> </ul>

Current Projects	<ul style="list-style-type: none"> <li>▪ Energy Transition Lab Projects</li> <li>▪ Systemic Design/Strategic Foresight Intensive Training</li> <li>▪ Energy Futures Lab Partnership</li> <li>▪ University of Alberta Industrial Research Chair Partnership</li> <li>▪ <u>Systemic Design eXchange</u>: a Communities of Practice 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.</li> </ul>
Social Media	N/A

Exchange Lab Government of British Columbia	
Date Launched	2016
Location	Victoria, British Columbia
Website	<a href="https://bcgov.github.io/ExchangeLabOps/results/README.html">https://bcgov.github.io/ExchangeLabOps/results/README.html</a>
Mandate/Focus	<p>We are here to improve people’s lives, address the province’s priorities and improve the public’s experience of government. Impact: Learning and Community Building</p> <p>We aim to increase the digital delivery capacity of government employees and our delivery partners through formal training, learning by doing, and community building. Our Lab has a focus on building digital competencies and a more digital government, aligned to our Digital Framework. we: provide a platform of services to support the design and build of the digital public services, train, coach and support delivery teams with enabling tools, community and methods, such as Agile, define problems and remove barriers related to processes that slow us down or diminish our return on investment, and partner across and beyond government to support the open collaboration, engagement and enablement of better service delivery. The BCDevExchange organization embraces experimentation, innovation and empowerment. By adopting the principles, values and practices of the BCDevExchange, partner government entities adapt their typical ways of working to better align with leading practice amongst technology companies and digital agencies. As a result, the BCDevExchange is changing the way program areas throughout government and the broader public sector engage and work together. At the Lab, we build Digital Delivery Teams</p>
Governance	Government of British Columbia
Scope	Provincial lab
Funding	Government of British Columbia
Clients/Partners	Internal government
Policy Areas	Learning and Community Building
Approach to policy innovation	<p>DevOps, service design, behavioral insights, innovation, privacy, security, and data. These disciplines combine with the Agile approach (An agile process for teams to deliver digital services. 1) Alignment: Creating the foundations to deliver a service. 2) Discovery: Conducting user research to understand people’s needs. 3) Alpha: Developing and testing our hypotheses with users. 4) Beta: Developing a minimum viable service and making it available to the public. 5) Live: Continuing to improve based on user feedback) to development to enable teams to deliver small increments of value quickly. Teams learn and improve their product with direct feedback from users every few weeks and deliver substantial value within a year."</p>
Current Projects	They build "agile" teams.

Behavioural Insights Unit Government of Ontario	
Date Launched	2013, officially launched in 2015 as part of the Government of Ontario’s Centre of Excellence for Evidence Based Decision Making
Contact Information	<a href="mailto:BiU.tbs@ontario.ca">BiU.tbs@ontario.ca</a>
Website	<a href="https://www.ontario.ca/page/behavioural-insights-ontario-update-report-2018">https://www.ontario.ca/page/behavioural-insights-ontario-update-report-2018</a>
Mandate/Focus	BIU designs, tests and implements simple, cost-effective solutions that improve programs using behavioural design and an evidence-based, people-centered approach.
Governance	Operates out of the Treasury Board Secretariat at the Government of Ontario.
Scope	Provincial
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).
Policy Areas	As a centrally located resource, the BIU works across provincial policy areas (e.g., health, justice, social services, licensing).
Approach to policy innovation	
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.
Social Media	



<p>Innovation Saskatchewan                  Government of Ontario</p>	
Date Launched	2009
Location	Saskatoon, Sk
Contact Information	Andy Melnyk, Director andy.melnyk@innovationsask.ca
Website	Website <a href="https://innovationsask.ca">https://innovationsask.ca</a>
Mandate/Focus	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 startups with the commercialization of new technologies. IS also facilitates in the co-ordination of the province’s innovation activities.
Governance	Agency of the Government of Saskatchewan Scope Provincial - Lab Funding Funded by the Government of Saskatchewan
Scope	Provincial
Funding	Funded by the Government of Saskatchewan
Clients/Partners	<ul style="list-style-type: none"> <li>▪ Canadian Light Source (CLS)</li> <li>▪ Vaccine &amp; Infectious Diseases Organization (VIDO-InterVAC)</li> <li>▪ Petroleum Technology Research Centre (PTRC) International Minerals Innovation Institute (IMII) SK Health Research Foundation (SHRF)</li> <li>▪ Co.labs Technology Incubator SK Research Council (SRC)</li> <li>▪ Prairie Agriculture Machinery Institute (PAMI)</li> <li>▪ Ag-West Bio SK Food Industry Development Centre</li> </ul>
Policy Areas	<ul style="list-style-type: none"> <li>▪ Science and Technology</li> <li>▪ Economic Development</li> <li>▪ Government innovation and improvement to service delivery</li> </ul>
Approach to policy innovation	<ul style="list-style-type: none"> <li>▪ Applying and developing new and technologically innovative solutions to government service delivery.</li> <li>▪ Creating space to foster innovation and technology development in the economy.</li> </ul>
Current Projects	<p>Saskatchewan Technology Start-up Initiative: A tax credit to encourage investment in early-stage technology start-ups</p> <p>Co.Labs Incubator: Technology incubator for startups</p> <p>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.</p> <p>Made in Saskatchewan Technology (MIST): A program that connects the Provincial Government to Saskatchewan technology-based companies whose products may improve Government service delivery.</p>
Social Media	

<a href="#">New Brunswick Public Innovation Lab</a> Government of New Brunswick	
Date Launched	2018
Location	Fredericton, NB
Contact Information	Nick Scott nick.scott@gnb.ca
Website	
Mandate/Focus	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
Governance	Operates out of Executive Council Office in the Government of New Brunswick
Scope	Provincial - Lab
Funding	Government of New Brunswick
Clients/Partners	NouLab
Policy Areas	Complex social and economic challenges that could benefit from increased cross departmental and cross sectoral collaboration.
Approach to policy innovation	Human centered design, strategic foresight, systems thinking
Current Projects	<ul style="list-style-type: none"> <li>▪ Internship Program</li> <li>▪ Public Innovation Challenge</li> <li>▪ Innovation Workshops</li> </ul>
Social Media	

<a href="#">Nova Scotia GovLab</a> Government of Nova Scotia	
Date Launched	2017
Location	Halifax, NS
Contact Information	
Website	<a href="https://novascotia.ca/govlab/">https://novascotia.ca/govlab/</a>
Mandate/Focus	A social innovation lab focused on innovating policies, programs and services that address complex issues associated with an aging population. The goal four main goals of NS GovLab are: <ul style="list-style-type: none"> <li>▪ Developing a deeper understanding our aging population</li> <li>▪ Building and testing prototypes to support our aging population</li> <li>▪ Creating connections and networks</li> <li>▪ Establishing a community of engaged social innovators</li> </ul>
Governance	Operates out of the Department of Seniors , the Government of Nova Scotia,
Scope	Provincial lab
Funding	Government of Nova Scotia
Clients/Partners	
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.
Approach to policy innovation	<ul style="list-style-type: none"> <li>▪ Solving complex policy problems from a systems based approach.</li> <li>▪ Understanding systems and developing design thinking and human-centred design skills for creating and testing ideas in policy, program, product, service, process, and more.</li> <li>▪ Build and test prototypes to test and develop policies, programs, and services.</li> </ul>
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.
Social Media	T: <a href="https://twitter.com/NSGovLab">https://twitter.com/NSGovLab</a>

<a href="#">Public Sector Innovation Garage</a> Government of Nova Scotia	
Date Launched	2018
Location	Halifax, NS
Contact Information	
Website	
Mandate/Focus	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
Funding	\$5M over three years flowed to Garage from Government of Nova Scotia
Clients/Partners	<ul style="list-style-type: none"> <li>• IBM</li> <li>• SAO</li> <li>• Microsoft</li> <li>• Apple</li> <li>• Nova Scotia Community College</li> </ul>
Policy Areas	
Approach to policy innovation	Focused on new solutions by leveraging artificial intelligence, analytics, blockchain, internet, etc.
Current Projects	
Social Media	

<p><a href="#">Policy Innovation Hub</a>  Government of Ontario</p>	
Date Launched	November 2016 (originally Policy Innovation and Leadership Secretariat, since 2001)
Location	Toronto, ON
Contact Information	<p>Karl Frost, Director  <a href="mailto:Karl.Frost@ontario.ca">Karl.Frost@ontario.ca</a>  Ryan Boyd, Manager  <a href="mailto:Ryan.Boyd@ontario.ca">Ryan.Boyd@ontario.ca</a>  Policy Innovation Hub  <a href="mailto:policyinnovation@ontario.ca">policyinnovation@ontario.ca</a></p>
Website	
Mandate/Focus	<p>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.  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.</p>
Governance	Operates out of the Cabinet Office in the Government of Ontario.
Scope	Provincial
Funding	Government of Ontario.
Clients/Partners	Partners with other Ontario ministries and the Brookfield Institute for Innovation + Entrepreneurship.
Policy Areas	<ul style="list-style-type: none"> <li>▪ Modernizing government policies, programs, and services. Improving integration between ministries to improve government services.</li> <li>▪ Reducing burden and red tape on the people, organizations, and communities in Ontario.</li> </ul>
Approach to policy innovation	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.
Current Projects	<ul style="list-style-type: none"> <li>▪ Reducing burden and red tape in several sectors.</li> <li>▪ Improving experiences Ontarians have with several government programs.</li> <li>▪ Redesigning internal processes that affect policy development and implementation.</li> <li>▪ 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</li> </ul>
Social Media	N/A

FEDERAL

<p><a href="#">Accelerated Business Solutions Lab</a>                  Government of Canada, Canada Revenue Agency</p>	
Date Established	2015
Location	Ottawa, Canada
Contact	Contact: André Patry, Director, ABSL. Email: andre.patry@cra-arc.gc.ca
Governance	Operated out of Research & Innovation Lab Directorate, in the Service Innovation and Integration Branch in the Canada Revenue Agency
Scope	Federal - Lab
Funding	Government of Canada
Mandate	dedicated space to experiment with new approaches to improve service and compliance This includes improving service and compliance outcomes by testing new approaches, taking smart risks, and catalyzing innovation at CRA
Location	Ottawa, Canada
Approach to Policy Innovation	<ul style="list-style-type: none"> <li>▪ Using advanced analytics to improve compliance and service: Data mining, algorithms and models.</li> <li>▪ Predictive modeling and beyond.</li> <li>▪ Random control trials/experimental design.</li> <li>▪ Visualization. \</li> <li>▪ Leading nudge experiments and qualitative research.</li> <li>▪ Understanding the needs of our clients by conducting</li> <li>▪ Ethnographic research.</li> <li>▪ Nudge to increase take-up of benefits.</li> <li>▪ Artificial intelligence</li> <li>▪ Behavioural insights</li> <li>▪ Big data</li> <li>▪ Bata analytics</li> <li>▪ Design thinking</li> <li>▪ Ethnographic studies</li> <li>▪ Experimentation</li> </ul>
Current Projects	Tax Gap in Canada: A Conceptual Study. - GST/HST Gap. - Tax Assured and Tax Gap for the Federal Personal Income Tax System. - International Tax Gap. Working Income Tax Benefit Nudge. Environmental Messaging Nudge, letters to citizens to file.

<p><a href="#">Blueprint 2020 @ IRCC Secretariat</a>                  Government of Canada, Immigration, Refugee and Citizenship Canada</p>	
Date Established	2013
Location	Ottawa, Canada
Contact	Maureen.Collins@cic.gc.ca <a href="mailto:Tracy.Godin@cic.gc.ca">Tracy.Godin@cic.gc.ca</a> Bob. Lanouette, Director General Email: Bob.Lanouette@cic.gc.ca
Governance	Immigration, Refugee and Citizenship Canada, Government of Canada
Scope	Federal - lab
Funding	Government of Canada
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. "Blueprint 2020 – Getting Started, Getting Your Views, articulates a vision for the Public Service for the long-term, positioning it for continued excellence. It includes 4 guiding principles. These are: An open and networked environment that engages citizens and partners for the public good; A whole-of-government approach that enhances service delivery and value for money; A modern workplace that makes smart use of technologies to improve networking, access to data and customer service; and, A capable, confident and high-performing workforce that embraces new ways of working and mobilizing the diversity of talent to serve the country's evolving needs."
Approaches to Policy Innovation	Behavioural insights; business process redesign; citizen science; data analytics; design thinking; ethnographic studies; experimentation; needs analysis; user research
Current Projects	<ul style="list-style-type: none"> <li>▪ Development of an IRCC Innovation Ecosystem</li> <li>▪ Supporting IRCC Innovation/Transformation Agenda</li> <li>▪ Pushing out IRCC's Innovation Stories</li> </ul>

<p>Canada, <a href="#">Economic Development for the Quebec Regions’ Incubator</a>                  Government of Canada, Community Economic Development</p>	
Date Launched	2019
Location	Montreal, QC
Contact Information	Diego.dube@canada.ca
Mandate/Focus	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
Governance	Operates out of Community Economic Development, Government of Canada
Scope	Quebec - Lab
Funding	Funded by the Government of Canada (A-based funding)
Clients	<p>Internal clients (CED employees)</p> <p>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.</p>
Approach to policy innovation	<p>Focusing on business driven problem statements, multiple approaches are used:</p> <ul style="list-style-type: none"> <li>▪ Business process redesign</li> <li>▪ Data analytics</li> <li>▪ Design thinking</li> <li>▪ User centric design</li> <li>▪ User research</li> <li>▪ Agile/iterative development</li> <li>▪ Prototype development</li> <li>▪ Change Management</li> <li>▪ Technology exploration and experimentation (ie: AI, ML, block chain, process automation)</li> </ul>
Current Projects	<ul style="list-style-type: none"> <li>▪ One-stop shop for all corporate services</li> <li>▪ Collaborative digital tool for sharing innovation ideas</li> <li>▪ Digital tool for employees to take notes directly in the clients’ profile in a fast and secure fashion</li> <li>▪ Speech-to-text tool to transcribe client interviews</li> </ul>



The Canadian Food Inspection Agency’s Business Implementation Support and Integration Division (BISI)	
Government of Canada, Canadian Food Inspection Agency	
Date Launched	2018
Location	Ottawa, ON
Contact Information	CFIA-innov-ACIA@canada.ca
Mandate/Focus	Through implementation support activities, as well as innovative working groups called “Hot Spots” and “Sprints,” BISI brings people together to address specific challenges. This involves discussing and developing new ideas by taking risks, testing hypotheses, experimenting, and learning from mistakes.
Governance	Canadian Food Inspection Agency, Government of Canada
Scope	Federal- lab
Funding	Funded by the Government of Canada
Approach to policy innovation	<p>Focusing on business driven problem statements, multiple approaches are used:</p> <ul style="list-style-type: none"> <li>▪ Business process redesign</li> <li>▪ Data analytics</li> <li>▪ Design thinking</li> <li>▪ User centric design</li> <li>▪ User research</li> <li>▪ Agile/iterative development</li> <li>▪ Prototype development</li> <li>▪ Change Management</li> <li>▪ Technology exploration and experimentation (ie: AI, ML, block chain, process automation)</li> </ul>
Current Projects	<ul style="list-style-type: none"> <li>▪ CFIA 2025: A program for modernizing the work of the Agency</li> <li>▪ Experimenting with innovative workspaces</li> <li>▪ Supporting implementation of key initiatives (ie: new electronic tools, programmatic changes)</li> </ul>

Canadian Coast Guard Foresight & Innovation HUB (Coast Guard Experimentation-CGX) Government of Canada, Canadian Coast Guard	
Date Launched	2017
Location	Ottawa, ON
Contact Information	William Murray, Manager DFO.CCGInnovationGCC.MPO@dfo-mpo.gc.ca
Website	
Mandate/Focus	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.
Governance	Operates out of the Canadian Coast Guard, Government of Canada
Scope	Federal
Funding	Funded by the Government of Canada
Clients/Partners	Academia, Industry, various government departments
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.

<a href="#">Creative Marketplace Lab on Data, Skills and Technology</a> Government of Canada, Canadian Heritage	
Contact	Drew Olsen, Director Email: drew.olsen@canada.ca
Governance	Public Services and Procurement Canada, Canadian Heritage
Scope	Federal - lab
Funding	Government of Canada
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
Approaches to Policy Innovation	Artificial intelligence; behavioural insights; blockchain; crowd-sourcing; data analytics; data visualization; design thinking; ethnographic studies; experimentation; foresight; hackathon; open policy making

<b>Data Analytics and Modeling Team</b>	
Government of Canada, Canadian Food Inspection Agency	
Date Established	n.d.
Location	Ottawa, Canada
Contact	Joanna Grenon, A/Director, ph: 613-773-6049 Email: joanna.grenon@canada.ca
Governance	Elections Canada, Government of Canada
Scope	Federal - lab
Funding	Government of Canada
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 CFIA 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. Our group uses techniques in data science, machine learning, text analytics, web scraping and artificial intelligence to draw business insights and build user-centered tools. Most of our work is conducted by in-house staff, and we use open-source tools to promote active exchange of expertise and ideas
Approaches to Policy Innovation	Artificial intelligence; big data; blockchain; data analytics; data visualization
Current Projects	Wood Packaging Compliance Analysis;

Elections Canada Innovation Team Government of Canada, Elections Canada	
Date Established	n.d.
Location	Gatineau, Quebec
Contact	Michel Roussel Deputy Chief Electoral Officer 819-939-1755
Governance	Elections Canada, Government of Canada
Scope	Federal - lab
Funding	Government of Canada
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
Approaches to Policy Innovation	Design thinking; experimentation; foresight; needs analysis

Environment and Climate Change Canada’s Innovation and Youth Engagement Division Environment Canada	
Date Launched	2018
Location	Gatineau, QC
Contact Information	Sunny Uppal, Director Sunny.uppal@canada.ca
Website	
Mandate/Focus	Grow a sustainable innovation eco-system and build meaningful engagement of youth to support ECCC’s mandate.
Governance	Housed within the Department of Fisheries and Oceans in the Government of Canada
Scope	National
Funding	Funded by the Government of Canada
Clients/Partners	
Policy Areas	<ul style="list-style-type: none"> <li>• Incenting change and innovation by providing opportunities, such as prize based initiatives, and capacity building in areas of discipline such as Behavioral Insights and Design Thinking.</li> <li>• Heads Implementing whole of government drivers such as Beyond2020 which aims to make the Government of Canada more agile, inclusive and equipped and the Experimentation Direction for Deputy Heads, which aims to foster and advance experimentation with a view to informing decision-making</li> <li>• Building capacity by providing expert advice, developing external partnerships, and organizing learning opportunities provide a center of expertise on youth engagement for ECCC, and facilitate meaningful engagement with Canadian youth.</li> </ul>
Approach to policy innovation	<ul style="list-style-type: none"> <li>• Specialists and advice; a bridge to external experts; learning opportunities; help identifying and leveraging resources</li> </ul>
Current Projects	<ul style="list-style-type: none"> <li>• Implementing Beyond2020</li> <li>• Advance and support ECCC’s experimentation efforts in accordance with the Experimentation Direction for Deputy Heads.</li> <li>• Supporting the Deputy Ministers Task Force on Public Sector Innovation by hosting a Government of Canada Entrepreneur</li> <li>• Providing departmental access to Behavioral Insights and Design Thinking experts</li> </ul>
Social Media	

iHub Government of Canada, Health Canada and the Public Health Agency of Canada	
Date Launched	2015
Location	Ottawa, ON
Contact Information	<a href="mailto:Hc.ihub.sc@canada.ca">Hc.ihub.sc@canada.ca</a> Jenni Bennett-Gilmour Jenni.bennett-gilmour@tpsgc-gwgsc.ca
Website	
Mandate/Focus	i.Hub helps teams innovate, build team capacity for innovation, shift culture. i.HUB is a collaborative innovation program that supports programs at HC/PHAC in their efforts to innovate and experiment.
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	<ul style="list-style-type: none"> <li>▪ DGs and ADMs</li> <li>▪ Canada School of Public Service</li> <li>▪ Other innovation labs</li> </ul>
Policy Areas	Health policy Internal policy and transformation
Approach to policy innovation	Design thinking, facilitation, strategic thinking and leadership development skills, policy hackathon
Current Projects	<ul style="list-style-type: none"> <li>▪ Corporate services clients: re-imagining HR advice, corporate learning, employee engagement and ATIP user experience.</li> <li>▪ Program clients: re-imagining PS / university collaboration (social data), primary health care stations in First Nations communities, communications around new Health Accord</li> <li>▪ Public Service clients: re-imagining social statistics (STC), innovation priorities for QC Federal Council, 2016 gathering of QC managers' network, CRA managers meeting (QC)</li> <li>▪ Design thinking curriculum: 10-module series applicable to engagement and project work distributed to NRCan Free Agent program. *Collaboration / co-creation with CSPS upcoming</li> </ul>
Social Media	

Impact and Innovation Unit Government of Canada	
Date Launched	2017; formerly the PCO Innovation Hub
Contact Information	Rodney Ghali, Assistant Secretary to the Cabinet <a href="mailto:Rodney.Ghali@pco-bcp.gc.ca">Rodney.Ghali@pco-bcp.gc.ca</a> Chad Hartnell, Director of Operations <a href="mailto:Chad.Hartnell@pco-bcp.gc.ca">Chad.Hartnell@pco-bcp.gc.ca</a>
Website	: <a href="https://impact.canada.ca/">https://impact.canada.ca/</a> ; <a href="https://www.canada.ca/en/innovation-hub.html">https://www.canada.ca/en/innovation-hub.html</a>
Mandate/Focus	<p>Since its launch in 2017, the Impact and Innovation Unit (IIU) has remained focused on working with federal departments, other levels of government, and external partners to support the implementation of inventive programs and services designed to improve social, economic, and environmental outcomes for Canadians.</p> <p>Through its flagship initiative, Impact Canada, the IIU is focused on improving outcomes for citizens by using a set of outcomes-based approaches (e.g., challenge prizes, pay-for-success, behavioural insights) designed to achieve greater public value in program and service delivery. The IIU seeks to engage a diverse range of actors to help solve societal problems, focus on initiatives/experiments that lend themselves to measuring impact in a rigorous way, and strive to maintain high standards and validity in applying these instruments.</p>
Governance	Operates out of Privy Council Office, Government of Canada
Scope	Federal - Business Unit
Funding	Funded by the Government of Canada
Clients/Partners	<ul style="list-style-type: none"> <li>• 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:</li> <li>• 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</li> </ul>



	Secretariat; University of Toronto Rotman School of Business – BEAR
Policy Areas	The IIU works with partner organizations to accelerate the adoption of outcomes-based approaches in a number of policy areas, including: smart city technologies; energy and clean technology; public health; food & agriculture; oceans and fisheries; housing; education; and indigenous issues.
Approach to policy innovation	
Current Projects	For a list of current IIU projects, please visit: <a href="https://impact.canada.ca/">https://impact.canada.ca/</a> . Some example projects include: <ul style="list-style-type: none"> <li>▪ Smart Cities Challenge Program Stream</li> <li>▪ Cleantech Challenge Stream</li> <li>▪ Drug Checking Technology Challenge</li> <li>▪ Indigenous Homes Innovation Initiative</li> <li>▪ Hull Design Efficiency Challenge</li> <li>▪ Housing Supply Challenge</li> <li>▪ Increasing Uptake of the Canada Learning Bond</li> </ul>
Social Media	N/A

<p><b>Innovation Labs</b>                  Government of Canada, Parks Canada</p>	
Date Launched	2013
Location	Ottawa, ON
Contact Information	
Website	
Mandate/Focus	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.
Governance	Housed within Parks Canada in the Government of Canada
Scope	Federal
Funding	Funded by the Government of Canada
Clients/Partners	
Policy Areas	Human Resources Focused in innovative solutions for operational challenges and transformation initiatives
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.
Current Projects	<p><u>Healthy and Respectful Innovation</u>: Creating heartier and more respectful workplace.</p> <p><u>Efficiency and quality of programs and services</u>: Develop and share innovative solutions to operational challenges and transformation initiatives.</p> <p><u>Inspiration Village</u>: Expand the potential of the Ottawa’s Inspiration Village, where visitors can test out several immersive and virtual journeys to Parks Canada places using Google Expeditions.</p>
Social Media	<a href="https://twitter.com/cjinnovation?lang=en">https://twitter.com/cjinnovation?lang=en</a>

<p><a href="#">Innovation Secretariat</a>                  Government of Canada, Public Services and Procurement Canada</p>	
Date Established	2019
Location	Ottawa, Canada
Contact	<p><a href="mailto:TPSGC.DGAPINNOVATION-PABINNOVATION.PWGSC@tpsgc-pwgsc.gc.ca">TPSGC.DGAPINNOVATION-PABINNOVATION.PWGSC@tpsgc-pwgsc.gc.ca</a> (does not appear to be responsive)</p> <p>Contact: Stephanie Kirkland, ADM, Pay Administration</p>
Governance	Public Services and Procurement Canada, Government of Canada
Scope	Federal - lab
Funding	Government of Canada
Mandate	To analyze and enable innovation within the Compensation and Pay Administration Branch
Approaches to Policy Innovation	Business process redesign; crowd-sourcing; data visualization; design thinking; experimentation; foresight; gamification; hackathon; lean; rapid results; project/events management

<b>Innovation Zone</b>	
Government of Canada, Public Services and Procurement Canada	
Governance	Public Services and Procurement Canada, Government of Canada
Scope	Federal - lab
Funding	Government of Canada
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
Approaches to Policy Innovation	Design Thinking, Lean, Experimentation Artificial intelligence; business process redesign; crowd sourcing; hackathon; needs analysis

<a href="#">Learning Lab</a> Government of Canada, Canada School of Public Service	
Location	Gatineau, Quebec
Contact	Raymond.violette@canada.ca
Website	<a href="https://www.csps-efpc.gc.ca/index-eng.aspx">https://www.csps-efpc.gc.ca/index-eng.aspx</a> .
Mandate	Help, support learning advisors to make their projects more user centric, learning experimentation. CSPA Service creates learning experiences that allow public servants to thrive. The School equips them with the tools they need to succeed, grow and contribute to Canadian society by excelling in their careers.
Policy Approaches	Behavioural insights; data analytics; design thinking; ethnographic studies; experimentation; gamification; needs analysis; user research

Office of Energy Efficiency Social Innovation unLab Government of Canada, Natural Resources Canada	
Date Launched	2016
Location	Ottawa, ON
Contact Information	John Kenney, Manager, Social Innovation john.kenney@canada.ca
Website	<a href="https://medium.com/ee-unlab">https://medium.com/ee-unlab</a>
Mandate/Focus	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.
Governance	Operates Natural Resources Canada, Government of Canada
Scope	Federal - 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.
Policy Areas	Energy efficiency; digitalization of energy, energy demand, and energy efficiency; low carbon transition; climate change mitigation
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.
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

	<p>innovation and experimentation into the fabric and culture of the OEE and beyond, together.</p> <p>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.</p>
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<p>Operations Planning and Performance Branch, Research and Development                  Government of Canada, Immigration, Refugee and Citizenship Canada</p>	
Date Established	n.d.
Location	Ottawa, Canada
Contact	Serge Joly, A/Director General Email: Serge.Joly@cic.gc.ca
Governance	Immigration, Refugee and Citizenship Canada, Government of Canada
Scope	Federal - lab
Funding	Government of Canada
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)
Approaches to Policy Innovation	Business process redesign; data analytics; data visualization; design thinking; experimentation; foresight; needs analysis
Current Projects	<p>OPPBB has been working with the Canada Border Services Agency (CBSA) on a number of research and development projects for the past several years. Research mainly aimed at prototyping a native mobile application that could enhance early identification of applicant, leverage smartphone technology to extract information on the electronic Passport’s chip, facilitate the application process, and increase the integrity of IRCC and CBSA Programs. We are currently collaborating with the CBSA on another project to explore how this mobile app could be used at the land border.</p> <p>OPPBB is also progressively rolling-out predictive analytics to triage program applications.</p>



<p><a href="#">PCH Innovation Lab</a>                  Government of Canada, Canadian Heritage</p>	
Date Launched	2017
Location	Gatineau, Québec
Contact	Robin.Kilroy@Canada.ca
Governance	Canadian Heritage
Scope	Federal - Lab
Funding	Government of Canada
Clients	<p>Internal clients: We work with both internal and external clients. Within the department, we work with strategic policy teams, departmental champions for various initiatives, committees, regional teams, centers of expertise, communications, senior leaders, business process improvement initiatives, and employees with any general curiosity in innovation. Externally, we work with other government department’s innovation teams, the Canada School of Public Service, Canada Border Services Agency, Canada Revenue Agency, Policy Community Partnership Office and Treasure Board Secretariat.</p>
Mandate	<p>In the fall of 2017, the Deputy Minister’s Office created the Innovation and Experimentation (I&amp;E) Team—now the PCH Innovation Lab—to support project teams throughout the entire experimentation process and to help create a culture of innovation and experimentation in the Department.</p>
Approach to Policy Innovation	<p>Innovation design: systems thinking, agile, facilitation, design-led research, co-design, designing and leading learning content, design thinking.</p>
Current Projects	<p>Current projects / policies that the lab is working on. Developing a communications strategy that will outline the use of communications over the next year in order to achieve team objectives. Developing an online presence for the team – a site where employees across the government can find out what the team is working on and how they can get involved and share their own innovation stories. Creating an inaugural team report that will capture what we have been working on since 2017 and serve as a yearly reporting tool moving forward. Merging our team with the Innovation Fund (a fund that provides financial support for innovative projects proposed by PCH employees). An integrated Innovation Fund and I&amp;E Team would make better use of departmental funds by aligning innovation guidance and activities and putting an emphasis on advancing specific departmental priorities, including mandate commitments (not currently the case). Finding a keystone project for the PCH Innovation Lab to develop a proof of concept for innovation. The keystone project will provide important insights and lessons that will in turn inform policy and program design, service delivery, and workforce management. Developing an “Innovation Design University” within the</p>

	department where we can offer several workshops each semester where employees can develop their innovation design skills.
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<a href="#">Policy Horizons Canada</a> Government of Canada	
Date Launched	1996, as the Policy Research Secretariat; 2011 as Policy Horizons Canada
Location	Ottawa, ON
Contact Information	Imran Arshad, Director, Communications and Outreach imran.arshad@horizons.gc.ca
Website	<a href="https://horizons.gc.ca/en/our-work/">https://horizons.gc.ca/en/our-work/</a>
Mandate/Focus	<p>Policy Horizons Canada is a federal government organization that conducts foresight. Their 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. Policy Horizons fulfills its mandate by:</p> <ul style="list-style-type: none"> <li>- Analyzing the emerging policy landscape, the challenges that lie ahead, and the opportunities opening up</li> <li>- Engages in conversations with public servants and citizens about forward-looking research to inform their understanding and decision-making</li> <li>- Builds foresight literacy and capacity across the federal public service</li> </ul>
Governance	Operates out of Employment and Social Development Canada (ESDC), Government of Canada. Oversight, direction and guidance are provided by a steering committee of Deputy Ministers from across the federal public service.
Scope	Focused on the federal government
Funding	Funded by the Government of Canada
Clients/Partners	Governance Operates out of Employment Social Development Canada (ESDC), Government of Canada Scope Federal - Business Unit Funding Government of Canada
Policy Areas	Interdepartmental federal focus
Current Projects	<ul style="list-style-type: none"> <li>▪ Policy Horizons is currently focusing on three lines of foresight: Economic Futures, Social Futures and Governance Futures.</li> </ul>
Approach to policy innovation	<ul style="list-style-type: none"> <li>▪ Collaborate to generate insights, build networks, develop long-term thinking capacity and support policy discussions/linkages.</li> <li>▪ Foresight methodology, analysis and facilitation</li> <li>▪ Behavioural insights and experimentation</li> </ul>

<p><a href="#">Service Insights and Experimentation (Pier Six)</a>                  Government of Canada, Immigration, Refugees and Citizenship of Canada</p>	
Date Launched	2017
Location	Ottawa, ON
Contact Information	Stephanie.Jay-Tosh@cic.gc.ca
Mandate/Focus	Foster increased client self-service, largely online, with an understanding of user experience in all channels, with improvements to areas that are challenging for users.
Governance	Operates under the Immigration, Refugees and Citizenship Canada (IRCC), Government of Canada Scope
Scope	Federal
Funding	Funded by the Government of Canada
Clients/Partners	<ul style="list-style-type: none"> <li>▪ Internal policy and program areas and other Government of Canada Departments (e.g. Canadian Digital Services).</li> <li>▪ 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.</li> </ul>
Policy Areas	Immigration, citizenship and passport services in Canada
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.
Current Projects	<ul style="list-style-type: none"> <li>▪ Internal policy and program areas and other Government of Canada Departments (e.g. Canadian Digital Services).</li> <li>▪ External partners have included Carleton University and Ontario College of Arts and Design University (OCADU) on specific projects.</li> <li>▪ Numerous clients, service provider organizations and other stakeholders directly who have contributed their lived experiences to user research.</li> </ul>
Social Media	T: <a href="https://twitter.com/inspirenrcan?lang=en">https://twitter.com/inspirenrcan?lang=en</a>

<a href="#">Social Innovation Division, Settlement and Integration Policy</a> Government of Canada, Immigration, Refugee and Citizenship Canada	
Location	Ottawa, Canada
Contact	None available (as of April 2020)
Mandate	Deepening our understanding of the newcomer experience in order to identify key problem, test potential solutions, evaluate results and foster scaling where appropriate.
Approach to Policy Innovation	Behavioural insights; design thinking; ethnographic studies; experimentation; pay for performance; user research

Service Innovation Centre of Excellence Government of Canada, Transport Canada	
Date Launched 2017	Governance Operates under Transport Canada’s Chief Digital Officer
Location Ottawa, ON	Scope Federal - Business Unit
Website N/A	Funding Government of Canada
Contact <a href="mailto:irwin.bess@tc.gc.ca">irwin.bess@tc.gc.ca</a>	Mandate Transport Canada’s Service Innovation CoE is responsible for promoting a culture of service excellence, and improving user centered practices in the department. It also has the mandate to experiment and/or innovate using rapid proofs of concept to solve real business problems and challenges faced by users. The work of the Service Innovation CoE plays an important role in shaping and improving Transport Canada’s ongoing digital transformation and delivery of programs and services to users both externally and internally within the department.
Governance	Operates under Transport Canada’s Chief Digital Officer
Scope	Federal - Business Unit
Funding	Government of Canada
Clients	Transport Canada business line
Partners	Other government departments Academia
Policy Areas	Service delivery, operational and regulatory innovation
Approach to Policy Innovation	Focusing on a user-centered approach to innovation. The results of experimentation will inform whether service or policy improvements can be considered with further investments.
Current Projects	<ul style="list-style-type: none"> <li>• User-centered approaches to support Service Management and Fee Modernization</li> <li>• Experimentations, largely focused on innovative solutions and disruptive technology</li> </ul>

<p><b>Transport Canada – Innovation Centre</b>                  Government of Canada, Transport Canada</p>	
Date Launched	2018
Location	Ottawa, ON
Website	<a href="https://www.tc.gc.ca/en/initiatives/innovation-centre.html">https://www.tc.gc.ca/en/initiatives/innovation-centre.html</a>
Contact	<a href="mailto:TC.Innovationcentre-centredinnovation.TC@tc.gc.ca">TC.Innovationcentre-centredinnovation.TC@tc.gc.ca</a>
Governance	Transport Canada – Programs Group
Scope	Federal – Research, Development & Deployment
Funding	Government of Canada
Mandate	The Innovation Centre (IC) is a transportation innovation research, development and deployment (RD&D) organization that tests and evaluates new and emerging transportation technologies for the benefit of a safe, secure, clean, and integrated transportation system. Through its Centre for Expertise on Transfer Payments, the IC also provides expert advice on the design and delivery of grant and contribution programs.
Clients / Partners	The IC undertakes RD&D activities in collaboration with: other federal departments; provinces, territories and municipalities; academia; and industry.
Current Projects	In addition to the 100+ research projects underway across all transportation modes, the IC is also: <ul style="list-style-type: none"> <li>▪ Transforming the state-of-the-art Motor Vehicle Test Centre in Blainville, Quebec;</li> <li>▪ Supporting Transport Canada’s Transformation Plan and innovative approaches by leading transformative pilot projects and driving culture change; and</li> </ul> Leading the department’s involvement with federal innovation funding programs, such as Innovative Solutions Canada.
Policy Areas	The Innovation Centre is positioning Transport Canada as a leader in transportation innovation through an objective-based RD&D Program that is aligned with Government priorities and that: <ul style="list-style-type: none"> <li>▪ Supports safety and environmental regulatory development through research, testing and evaluation;</li> <li>▪ Advances early RD&amp;D projects &amp; bridges the commercialization gap through applied research;</li> <li>▪ Provides technical evidence to inform policy development; and</li> <li>▪ Addresses key industry concerns and knowledge gaps related to new technologies.</li> </ul>