

# GOV INNOVATION LABS CONSTELLATION 1.0

FALL 2013

**TORONTO CANADA**  
**MaRS SOLUTIONS LAB**  
MaRS Solutions Lab is a social innovation lab that helps tackle complex societal challenges which require system change.

**KENT UNITED KINGDOM**  
**SILK**  
Social Innovation Lab for Kent is a municipal innovation lab that tackles complex social problems through a citizen-centered, multidisciplinary approach.

**LONDON UNITED KINGDOM**  
**NESTA PUBLIC SERVICE LAB**  
Nesta Public Service Lab supports innovators who are developing ideas to solve big social challenges.

**DUBLIN IRELAND**  
**THE STUDIO**  
The Studio is a team working to grow Dublin City Council's capacity to innovate and improve the quality of services.

**NEW YORK CITY UNITED STATES**  
**iZONE**  
iZone is an office situated in the city's Department of Education that designs, tests, and diffuses innovative personalized learning models.

**SAN FRANCISCO UNITED STATES**  
**INNOVATE SF**  
Innovate SF looks at how innovation can drive economic growth and make government more efficient, transparent and responsive.

**PARIS FRANCE**  
**LA 27e RÉGION**  
La 27e Région is a non-profit innovation lab supported by the 26 French regional governments.

**COPENHAGEN DENMARK**  
**MINDLAB**  
MindLab is a lab within the Danish government that generates innovative solutions for the public sector.

**NEW YORK CITY UNITED STATES**  
**PUBLIC POLICY LAB**  
Public Policy Lab is a non-profit organization dedicated to improving the design and delivery of public services.

**AMSTERDAM NETHERLANDS**  
**KENNISLAND**  
Kennisland is a social innovation lab designing interventions for public sector innovation.

**SINGAPORE**  
**HUMAN EXPERIENCE LAB**  
Human Experience Lab is a unit inside the Public Service Division that helps public agencies develop more citizen-centered public policy and services.

**WASHINGTON, DC UNITED STATES**  
**OPM INNOVATION LAB**  
The Office for Personnel Management's Innovation Lab helps federal employees learn and apply a design-led approach to developing and implementing better policy, programs, and government services.

**CANBERRA AUSTRALIA**  
**DESIGNGOV**  
DesignGov is an 18-month pilot program of the Australian Public Service that looks to bring an innovative design culture to Australia's public sector.

**BOSTON / PHILLY UNITED STATES**  
**NEW URBAN MECHANICS**  
New Urban Mechanics is a civic R&D lab that develops and implements innovative services within the city.

**MEXICO CITY MEXICO**  
**LABORATORIO PARA LA CIUDAD**  
Laboratorio para la ciudad works as a civic innovation and urban creativity incubator of the Federal District Government created to ideate and implement pilots for the city.

**ADELAIDE AUSTRALIA**  
**TACSI**  
The Australian Centre for Social Innovation is a "do-tank" that accelerates positive social change.

Across the world, we observe efforts to promote radical innovations in the public realm being followed by the creation of different types of "authorizing environments" that foster these experiments. We call them **Public Innovation Places**. By this we mean experimental sites, agencies, or labs created to develop innovative solutions to pressing social problems, and dedicated to the creation of networks and partnerships by launching new projects, events, and platforms.

In this first map we pay particular attention to the rise of **Government Innovation Labs**, a range of organizations characterized by a direct connection with the public sector and developed to challenge complex public issues that more traditional governmental structures seek to resolve.

**Credits** This map was created by Daniela Selloni (service designer and researcher, Polimi DESIS Lab) and Eduardo Staszowski (Director Parsons DESIS Lab), with the expert advice of Christian Bason (Director MindLab) and Andrea Schneider (Public By Design). Illustrations and graphic design by Amy Feindess. Copyediting by Reid Heinkel.

**PARSONS  
DESIS  
LAB**  
THE NEW SCHOOL

# GOV INNOVATION LABS CONSTELLATION 1.0

A **Government Innovation Lab (GIL)** is a specific type of **Public Innovation Place (PIP)** which is a range of organizations characterized by a direct connection with the public sector and has been created to challenge complex public issues that more traditional governmental structures seek to resolve. In GILs, designers, public officials, and community members experiment with and propose innovative public services and policies, while at the same time, try to reform and change the way government operates. Some GILs are positioned within government, while some work with government as external collaborators.

Given the growing interest and rapid expansion of Government Innovation Labs, this map was created to examine the existing structures and capabilities of GILs considering their different organizational models, main activities, and degrees of government participation. Initially, we identified 16 labs to be represented in the map. We will continue to monitor the development of new GILs around the world and periodically update the map.



What is the future for gov innovation labs and public innovation places?



## ROLE OF GOVERNMENT

LEVELS OF GOVERNMENT INVOLVEMENT

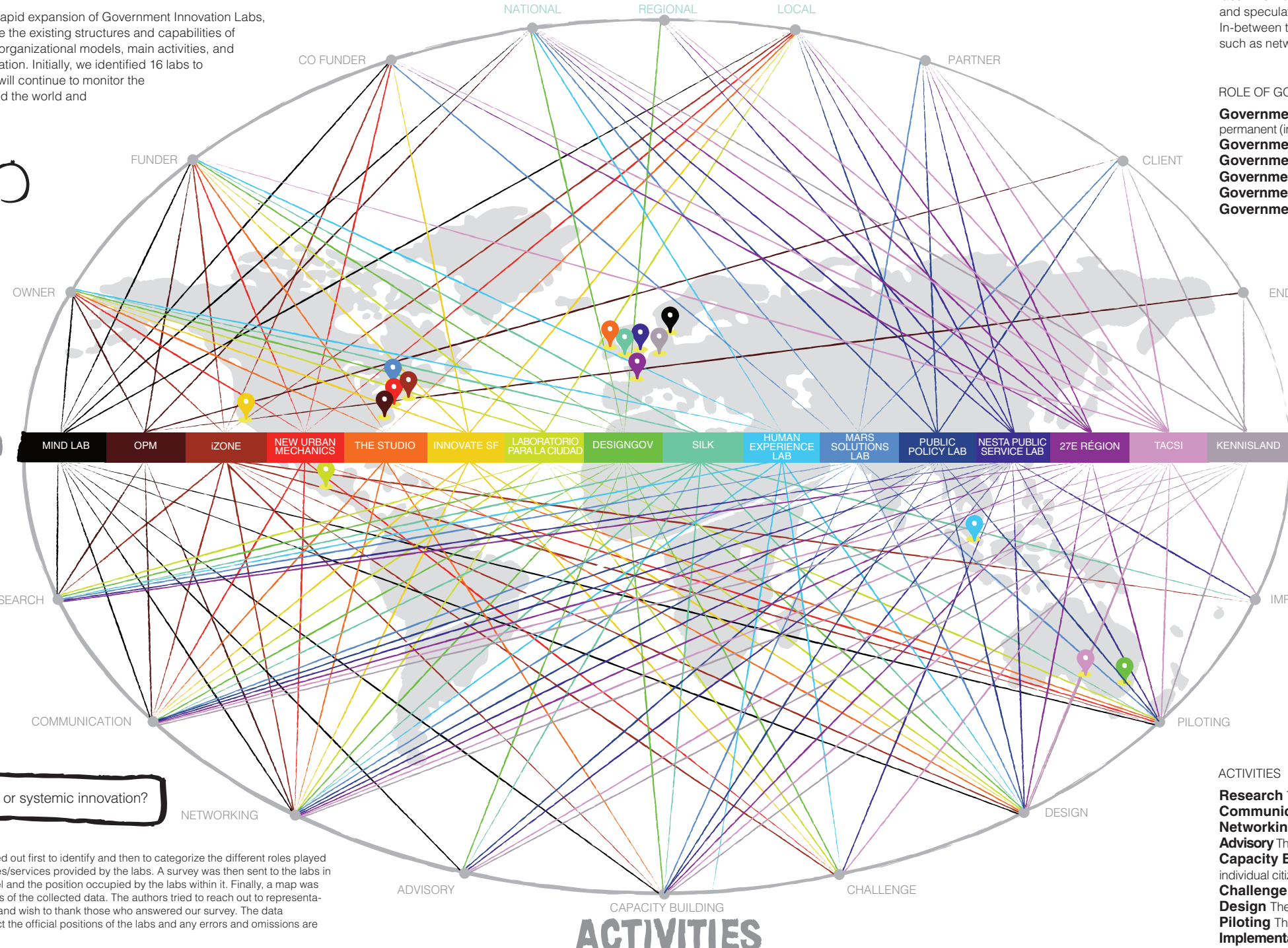
NATIONAL REGIONAL LOCAL

## HOW TO READ THIS MAP

Labs on the left side of the map receive stronger support and participation from government. We call them "gov-led" labs. Labs on the right side of the map have a connection with government but with less support and operate more independently. We call them "gov-enabled" labs. The map also reveals different types of activities the labs carry out from more analytical and speculative activities to more concrete actions leading to piloting and implementation. In-between those "think" and "do" approaches there is also a hybrid zone in which activities such as networking, communication, advisory and capacity building take place.

### ROLE OF GOVERNMENT

- Government As Owner** The lab appears in the government organizational chart, permanent (in the charter) or temporary.
- Government As Funder** The lab receives public funds.
- Government As Co-funder** The lab receives both public and private funds.
- Government As Partner** The lab and government are associated in some action or project.
- Government As Client** Government pays and/or hires the lab for professional services.
- Government As Endorser** Government gives the lab approval or support by public statement.



Rapid global diffusion, but mainly in industrialized countries?

## GOV-ENABLED

A diversity of approaches, but which works best?



### ACTIVITIES

- Research** The lab develops studies, analysis and reports.
- Communication** The lab produces events and publications.
- Networking** The lab creates connections and links among different actors.
- Advisory** The lab gives expert advice to governmental agencies, citizens and community-based organizations.
- Capacity Building** The lab develops skills and competences, improves capacities within agencies, individual citizens and community-based organizations.
- Challenge** The lab launches competitions and challenges to crowdsource ideas and projects.
- Design** The lab uses design to frame problems and to develop solutions, programs and services.
- Piloting** The lab develops tests and prototypes before wide implementation.
- Implementation** The lab is responsible for implementing and evaluation of new programs and services.

Immediate problem-solving or systemic innovation?

**Disclaimer** Desk research was carried out first to identify and then to categorize the different roles played by governments and the core activities/services provided by the labs. A survey was then sent to the labs in order to verify the classification model and the position occupied by the labs within it. Finally, a map was designed to provide a visual synthesis of the collected data. The authors tried to reach out to representatives of all labs portrayed in the map and wish to thank those who answered our survey. The data presented does not necessarily reflect the official positions of the labs and any errors and omissions are the authors' own.