



Dark Matter Labs

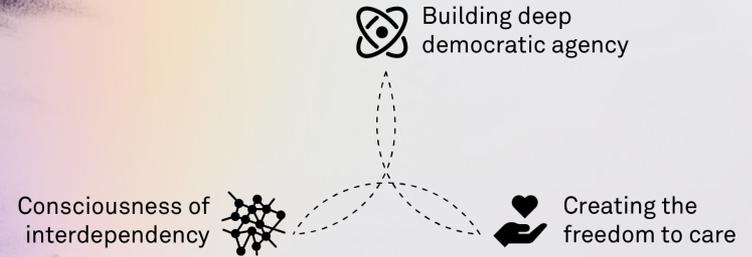
Join the boring revolution



Dark Matter Labs

While climate breakdown, technological change and material uncertainty cause some to revert to centralised control or political division...

We're optimistically exploring alternatives, working to prove the viability of an ecologically-just civic economy.



New technologies give us the opportunity to redefine agency and participation, and recalibrate the boundaries between civil society, market and state.

LESS - Objectification
MORE - Entanglement

LESS - Control
MORE - Learning and Care

LESS - State Competition
MORE - Planetary Singularity

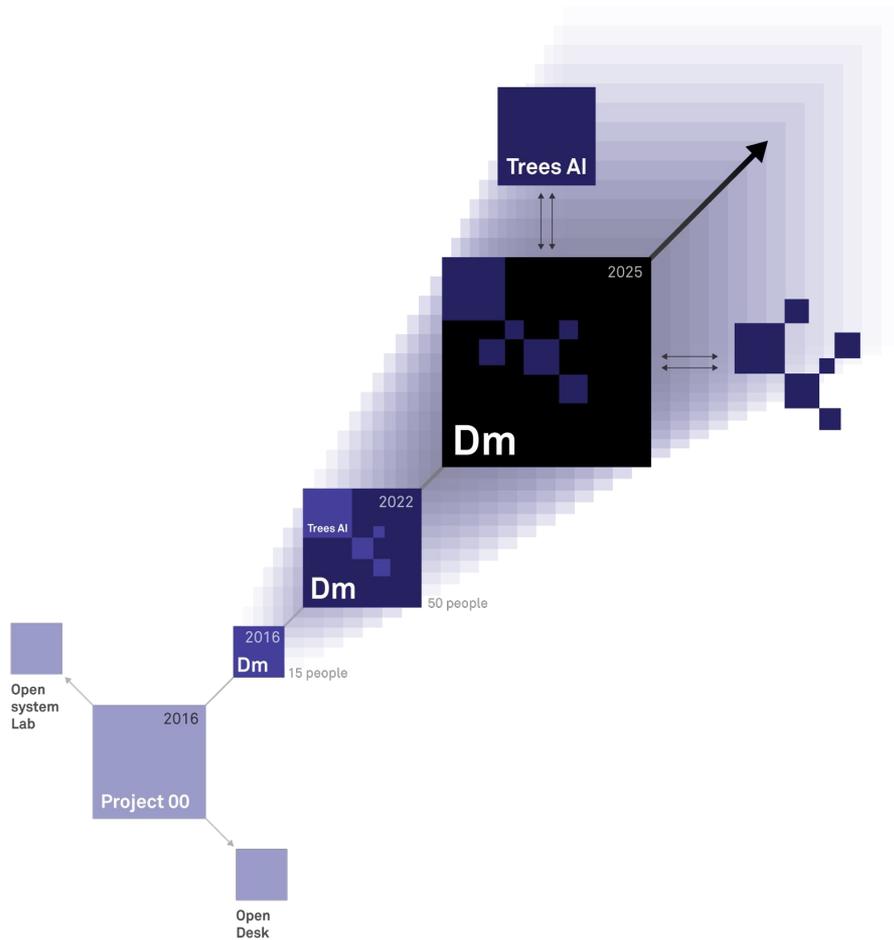
More transformational shifts we are working towards,
as described in Radicle Civics

<http://radiclecivics.co>

We're discovering, designing and developing institutional 'dark matter' to support this civic economy

To be democratic, sustainable and truly distributed, change must be informed by and embraced by people. At the same time, delivering success on the ground will be underpinned by a bureaucratic revolution - this "boring stuff" shapes how people interact with the world around them. It's the technologies and (often invisible) infrastructures that define relationships and encode individual, societal, political, economic and environment norms.





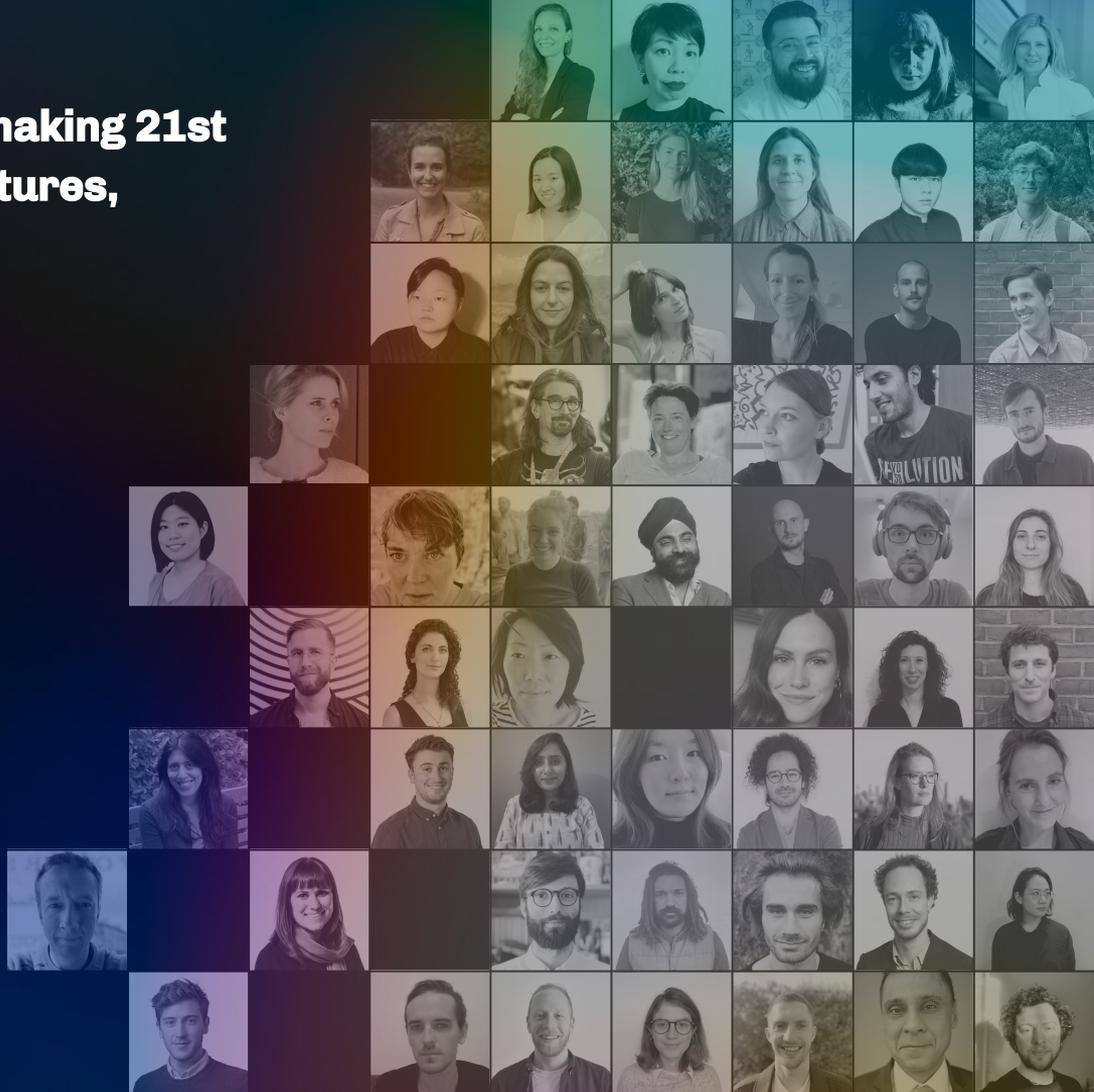
We're a fast-growing autonomous public interest organisation

We began in London as a 5-person experiment and we've grown to become international team of over 60 in 6 years, without external investors.

In 2019/20 the first standalone DML entity was established and attracted project funding of c. £600k. By 2021 this had risen to £2.3m and after a period of consolidation in 2022, this upwards trajectory is expected to continue at a rate of 10-15% p.a. in the years to 2025.

We're creating a team capable of making 21st century institutions and infrastructures, with expertise in:

- Financial structuring
- Governance Innovation
- System mapping
- International Law
- Policy and Regulatory Design
- Strategic design
- Real estate
- Full stack development
- Data visualisation
- Organisational Development
- Urban Development
- Architecture
- Sustainability / ESG



We're adventurous and innovative in partnership

We're working alongside...

Innovative partners

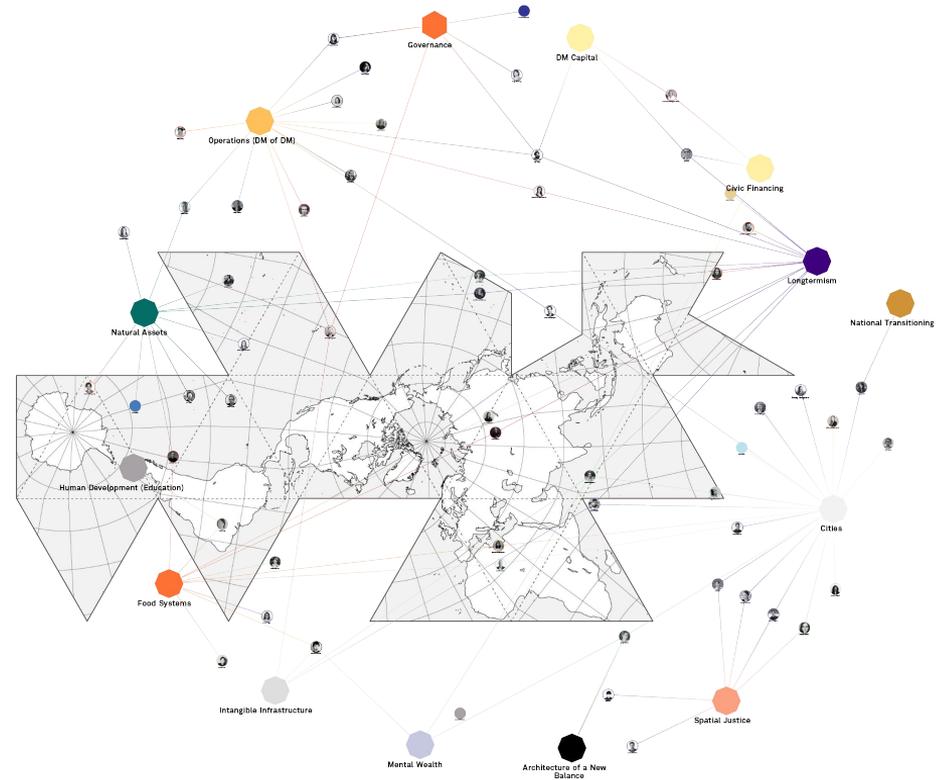
who are **comfortable holding strategic risk** while driving systems innovation.

Adventurous partners

who recognise the importance of discovery work and are (sometimes) prepared to be **first to enter the unknown**.

Agile partners

prepared to **push beyond the boundaries of consultancy**, and create proof of possibility, frameworks for change and **massively scalable work**.



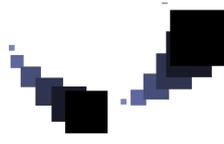
Unfurling the dark matter

A boring revolution in process



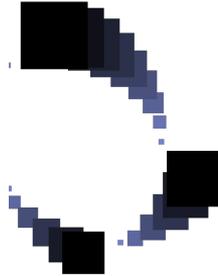
1 - Establishing intervention points

Identifying **key civic infrastructures** around which we can develop assets and capabilities through conversations around the world.



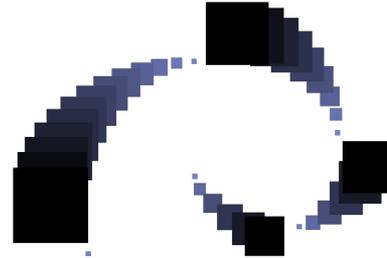
2- Proving possibilities

Making **potential palpable** through white papers, art pieces, demonstrations, provocations and prototypes.



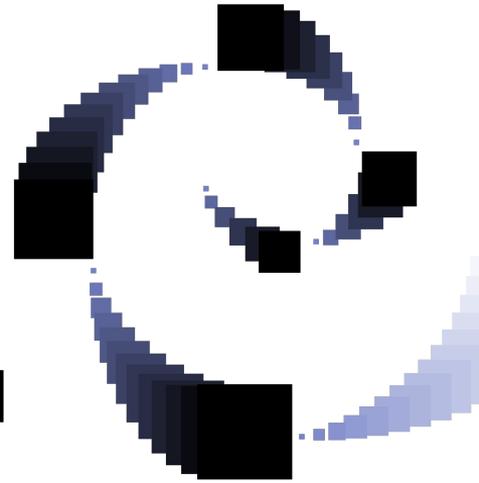
3- Activating dark matter

Manifesting through **systems demonstrators**, so that it becomes interactive, investable and informed by the real world.



4- Working out loud

Ensuring scalability and building legitimacy among wider communities who can replicate or reapply in their own contexts.



5- Continually unfurling...

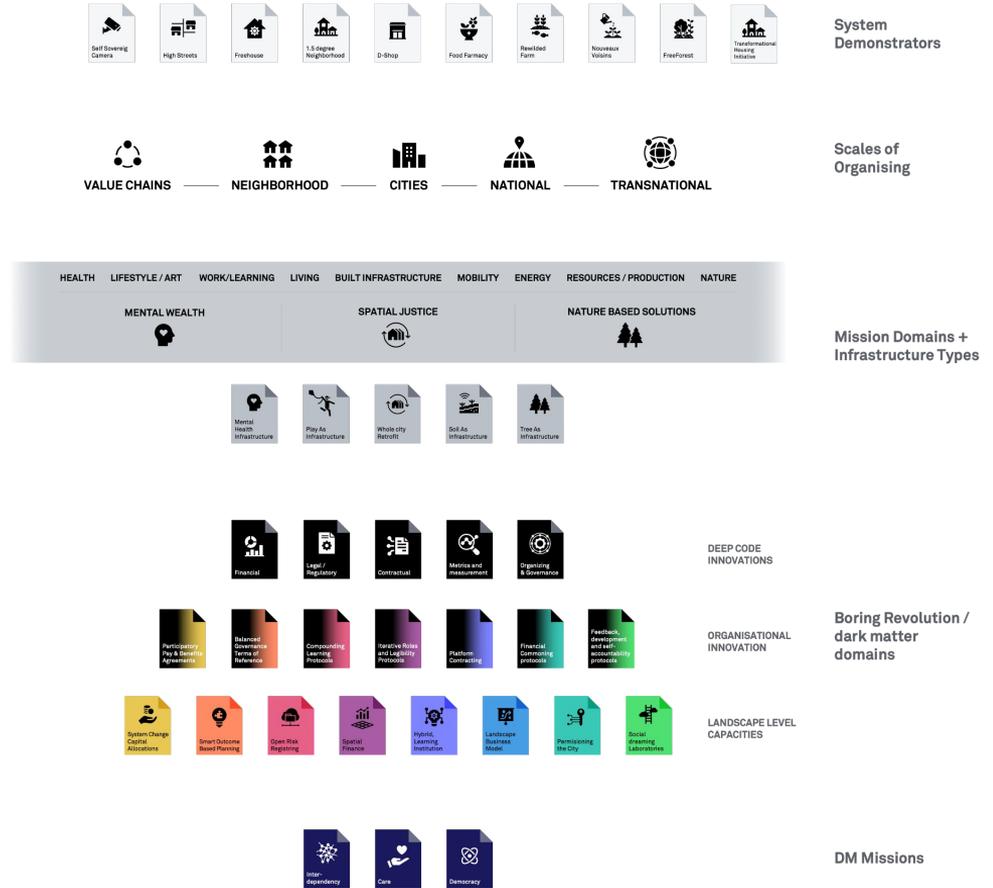
We **compound learning** as we work and new possibilities within the portfolio emerge accordingly...

The portfolio

Our approach to 21st century civic infrastructuring

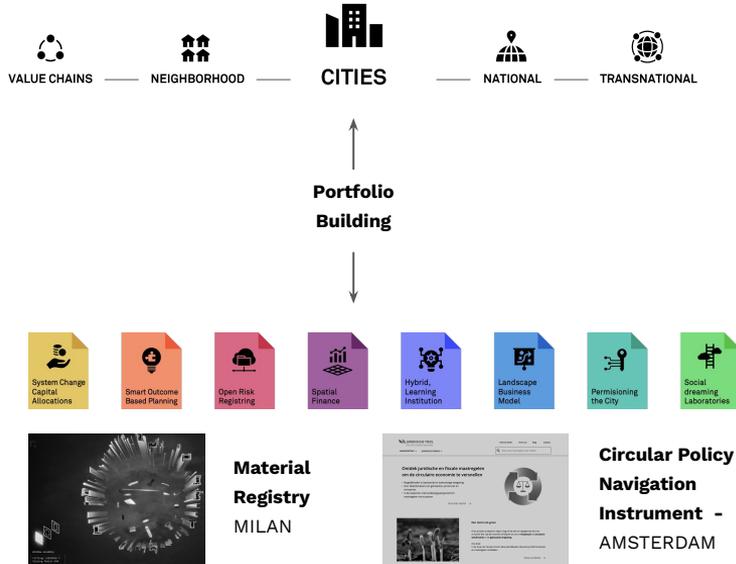
Our work interconnects within a multi-level portfolio. We're intervening at key leverage points, focused on creating civic infrastructures, that can be genuinely scalable and adaptable in various regions across the world - whether a project focuses on a speculative housing model, a neighbourhood retrofit or a city's tree population.

The portfolio keeps us mission-focused. Taking a systems view allows us to draw connections and apply discoveries across its various levels.



Working alongside cities

We build demand and equip cities with the capacities and capabilities for a civic transition.



We are currently working with a growing number of cities - and their inhabitants - building demand, creating arrangements and building novel instruments to be implemented in the pursuit and delivery of large-scale civic transitions.

The multiplicity and entanglement of each city's reality plays a central role in informing and defining our work, and shaping our wider portfolio.

Mission domains

Each requires different typology of dark matter

Intangible
Infrastructures

MENTAL WEALTH



HEALTH AND WELLBEING

LIFESTYLE/ART

WORK/LEARNING

LIVING

Recognising societal-scale capacities as nascent infrastructures, to drive investment towards their continuous enabling, while shifting regulation, policy and governance from controlling towards learning

Built
Infrastructures

SPATIAL JUSTICE



BUILT INFRASTRUCTURE

MOBILITY

ENERGY

Redesigning the bureaucracy that underpins and shapes the modern city; property rights, planning policy, use licenses, or contractual law - for greater environmental, social and economic justice.

Natural
Infrastructures

NATURE BASED SOLUTIONS



RESOURCES/PRODUCTION

NATURE

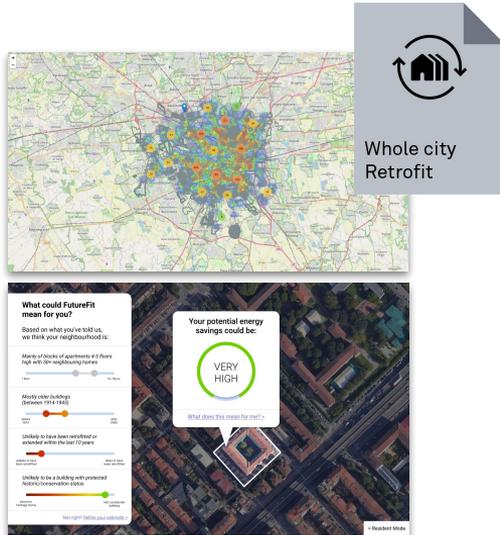
Providing the infrastructure components for radical collective action to regenerate, enhance and scale natural or modified ecosystems for human and non-human thriving.

Civic infrastructures

Novel, entangled, tangible and intangible

This work seeks to develop infrastructures for a new civic economy.

Different infrastructures require different dark matter, but the innovative funding instruments or stewardship models developed for TreesAI in Glasgow could be replicated in Nairobi or Montreal, or reiterated within SoilAI.



Whole city Retrofit

The graphic features a map of a city with various colored dots indicating retrofit potential. Below the map is a circular icon with a house and arrows. To the right, a grey box contains the text 'Whole city Retrofit' and an icon of a house with arrows.



Tree As Infrastructure

Play As Infrastructure

Soil As Infrastructure

Mental Health Infrastructure

The graphic shows a central laptop displaying a 3D visualization of a tree and a person. To the right, five grey boxes each contain an icon and a label: 'Tree As Infrastructure' (two trees), 'Play As Infrastructure' (a person running), 'Soil As Infrastructure' (a plant growing from soil), and 'Mental Health Infrastructure' (a head with a heart). Below these is a screenshot of a website interface with a map and various content blocks.

The dark matter

This is where the core of the boring stuff happens, it's where we are developing our main expertise.

DEEP CODE INNOVATIONS



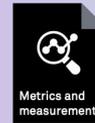
Financial



Legal /
Regulatory



Contractual



Metrics and
measurement



Organizing
& Governance

ORGANISATIONAL INNOVATIONS



Participatory
Pay & Benefits
Agreements



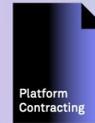
Balanced
Governance
Terms of
Reference



Compounding
Learning
Protocols



Iterative Roles
and Legibility
Protocols



Platform
Contracting



Financial
Commoning
protocols



Feedback,
development
and self-
accountability
protocols

PLACE-BASED CAPACITIES



System Change
Capital
Allocations



Smart Outcome
Based Planning



Open Risk
Registering



Spatial
Finance



Hybrid,
Learning
Institution



Landscape
Business
Model



Permissioning
the City



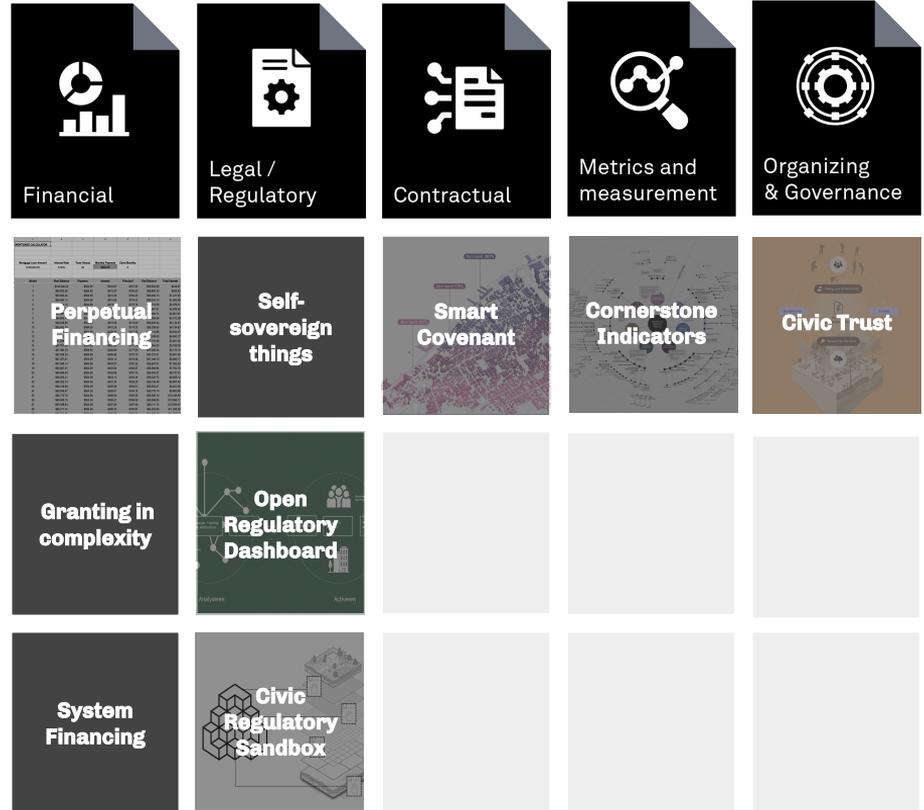
Social
dreaming
Laboratories

Deep code innovations

Shifting underlying governing structures

Every challenge requires innovations in deep code - the often invisible, but powerful underlying structures that define our institutions and governance, shape our technologies, interactions and everyday behaviours.

Our work here probes monetary value, the nature of contracting, theories of governance and civic organising, and seeks illuminate and reshape them towards a deeply just transition.



Organisational innovation

Walking the talk

This work explores the way modern organisations operate. Organisations with hierarchical, centralised, command-and-control structures can struggle to hold complexity, confront adjacent possibility and genuinely innovate.

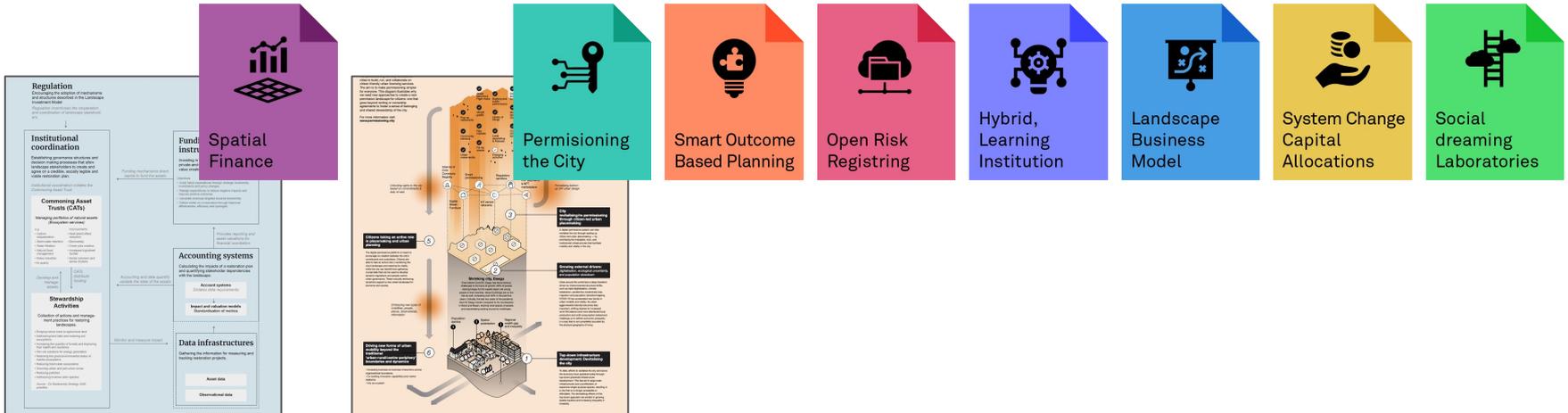
In a sense, Dark Matter Labs serves are a microcosm of the future we envision: we operate with a dynamic hierarchy; publish our findings openly; confront and navigate the underlying deep-coded challenges; and look to work with partners who share our values.



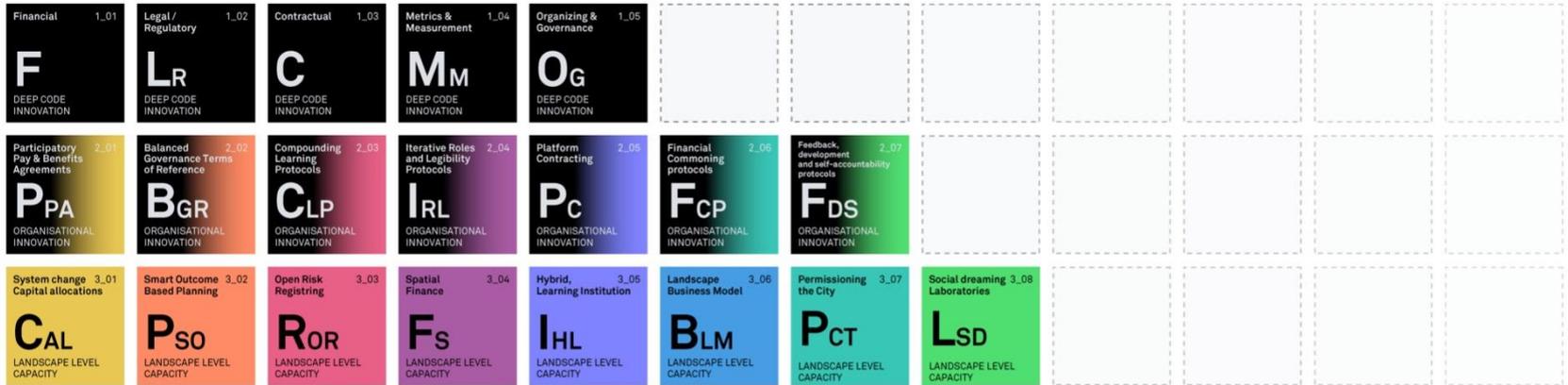
Place-based-level capacities

Creating the instruments, institutional arrangements and capabilities for places to deliver transitions

Developing capacities through a broader lens. Often projects will begin with focus on a particular city region, but open documentation allows innovations at this level to be integrated in different places, and applied by communities in hundreds of cities and regions.



Illuminating the dark matter



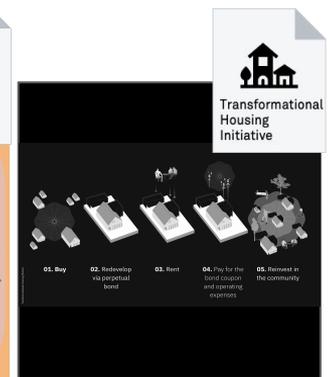
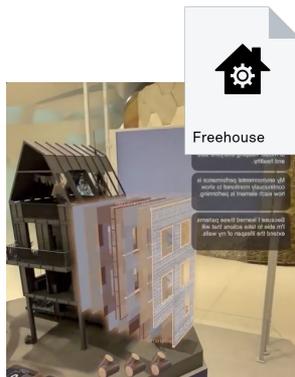
As work unfurls, we're beginning to categorise and tentatively classify the dark matter.

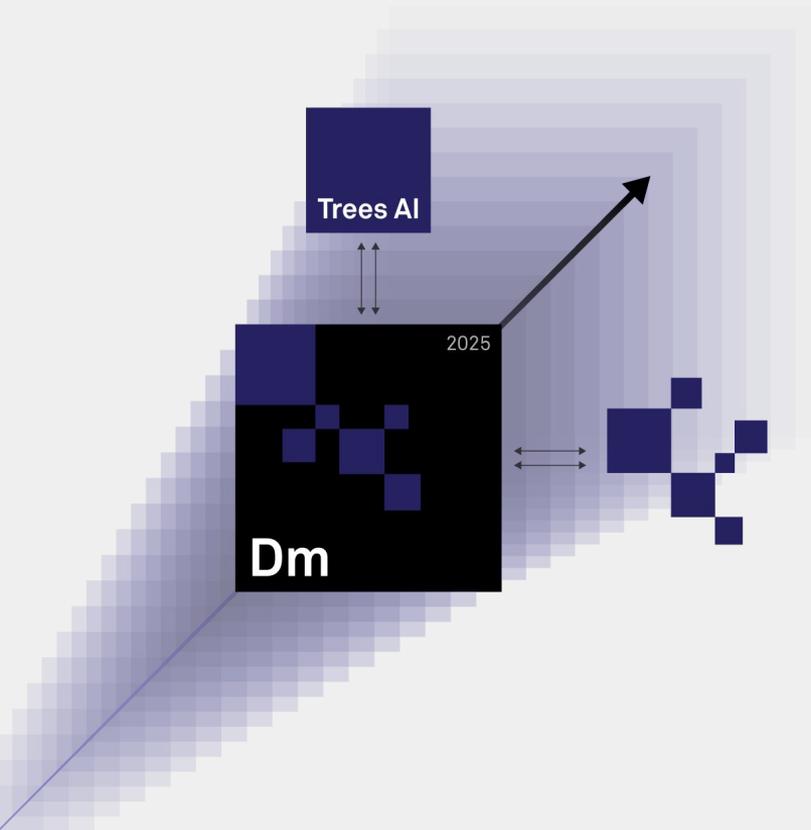
Presenting the dark matter we've developed and discovered according to a 'table of elements' is helping us to create a tagging system, demonstrating where it could be reused or repurposed, catalysed or scaled; helping partners around the planet redesign, reimagine and reassemble.

System demonstrators

Activating dark matter on the ground

By focusing on an individual object, a house, or a neighbourhood transformation, and by working alongside place- or domain-based partners to understand their needs and supporting them with deep-code innovations, we're seeking to develop holistic, interactive, investable interventions that explicitly build new system capabilities and provide a pathway to mainstreaming.

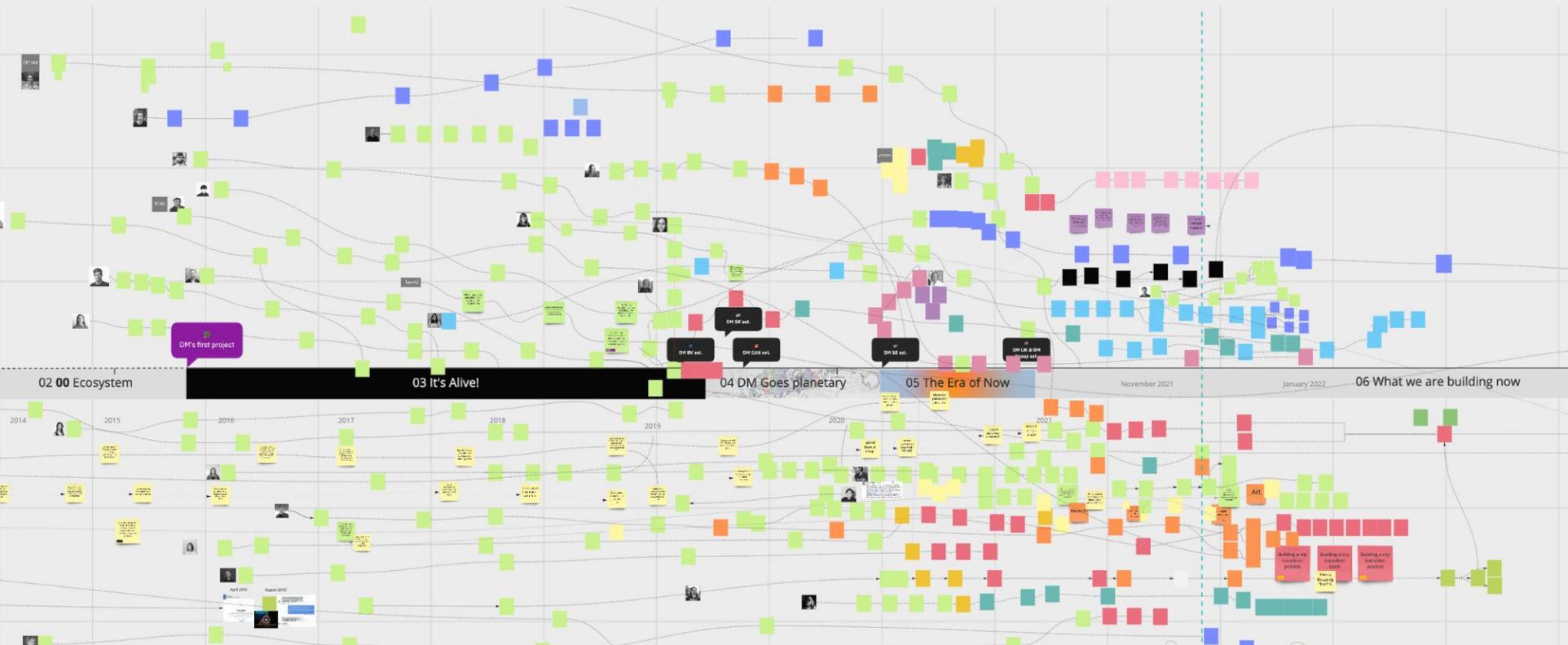




**Looking ahead /
Unfurling possibilities**

Shared objectives for 2022-2025

Synthesised from our last global gathering



Shared operational objectives

1

Moving from project-based funding to tri-mission funding

Deploying complementary system demonstrators in multiple locations, affording each team greater capacity to research, design, fundraise, and more resource to advance initiatives.

2

Developing DM as a planetary and plural open learning platform

Reinforcing our existing geographical nodes, deploying clusters in additional geographies, working with translators, facilitators, and journalists and intentionally crafting our communication to ensure a wider reach.

3

Reinforcing our technical capacity to address intersectional challenges

Such as biodiversity accounting, landscape financing, new monetary theories, relational identity systems, regulatory and legal innovation.

4

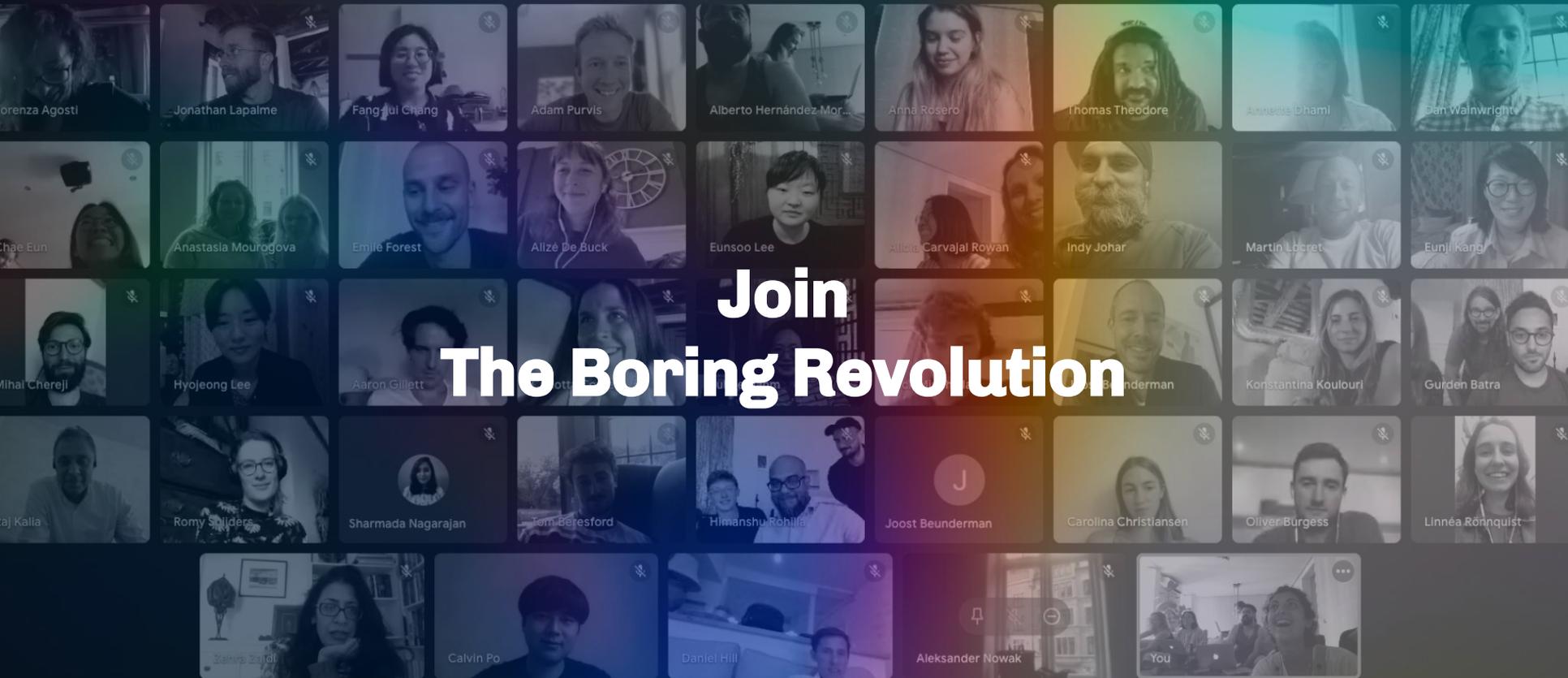
Building on place-based-level transition

Better equipping cities with the capabilities, capacities, tools and instruments they require for accelerated transition. Internally, this means...

5

Developing the dark matter of Dark Matter as a next gen. transformation organisation

Deepening our Beyond the Rules work (inc. distributed treasury, DM constitution, IP, geographical team consolidation, global advisory board, new salary formula)



Join The Boring Revolution

Dark Matter Laboratories B.V.
Pakhuis de Zwijger
Piet Heinkade 181K
1019 HC Amsterdam
The Netherlands

Dark Matter Laboratories UK.
217 Mare Street
London, E8 3QE
United Kingdom

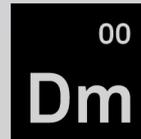
Laboratoires de Matière sombre / Dark Matter Labs
Organisation à but non-lucratif canadien / Canadian
not-for-profit
1755 rue Saint-Patrick
Montréal (Québec)

Dark Matter Labs Korea
#202 Project Path Building, Seoul Innovation Park,
684 Tongil-ro, Nokbeon-dong, Eunpyeong-gu, Seoul, 03371
South Korea

서울 은평구 통일로 684 서울혁신파크 상상청 202호, 우편번호
03371

Dark Matter Labs Sweden
The Ground
Bredgatan 4
211 30 Malmö
Sweden

We are part of Project 00



Dark Matter Labs

Alistair Langer | Ecosystem Weaver
alistair@darkmatterlabs.org

www.darkmatterlabs.org