

### High civic engagement

Voter turnout and citizen participation in public life are consistently strong in your local context.



### Strong local civil society

Many active citizen-led associations exist in your town.



### University nearby

A local university has a social science department that engages in local issues.



### Volunteer tradition

The local community regularly volunteers in cultural and social projects.



### Shared sense of place

The community has a strong identity and local pride.



### Culturally diverse community

The local population is plural and welcoming, fostering inclusivity.



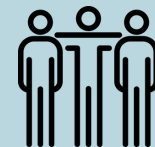
### Democratic wave

The newly elected local government actively promotes participation.



### High civic engagement

Voter turnout and citizen participation in public life are consistently strong in your local context.





### Local leadership

The institution is led by someone trusted and based in the community.



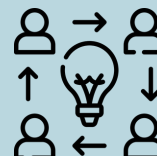
### Flexible legal setup

The CHI has a hybrid legal form that supports both nonprofit and commercial work.



### Shared decision-making

Community members help steer the institution through panels or working groups.



### Commons-based governance

Local or national frameworks allow co-management between CHIs, municipalities, and citizens.



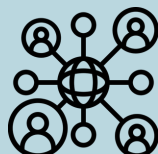
### Adaptive grant schemes

Innovation funding includes flexibility to refine and adjust project ideas during implementation.



### Network membership

The CHI is an active member of a cultural network, benefiting from peer exchange and visibility.



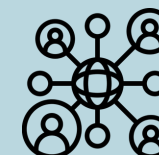
### Participatory budgeting

At least one programme has been co-designed with the community and receives public input on spending.



### Network membership

The CHI is an active member of a cultural network, benefiting from peer exchange and visibility.





### Micro-grants

Small flexible funds to quickly test ideas.



### Innovation spaces

Access to labs or shared rooms allows CHIs to experiment safely.



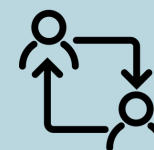
### Cultural brokers

Mediators within CHIs help connect institutions with communities and policymakers.



### Peer mentoring

Exchange schemes let CHIs learn directly from each other's practices.



### Alternative metrics

CHIs gain recognition when impact is measured through stories and participatory tools.



### Volunteer training

Training programmes turn CHI volunteers into active innovation partners.



### Cross-sector links

CHIs thrive when supported to collaborate with health, education or environmental actors.



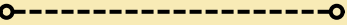
### Policy sandboxes

Temporary legal flexibilities let CHIs test new governance or funding models.





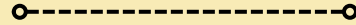
### High unemployment rate



The last economic crisis massively destroyed local jobs in the area.



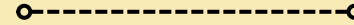
### Unresolved dark heritage



Painful or traumatic heritage remains unacknowledged.



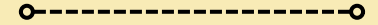
### Heritage conflict



Competing or contested heritage narratives generate tension and division within the community.



### Lack of local entrepreneurship



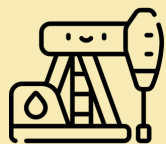
The area has very few active small businesses or creative enterprises.



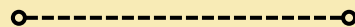
### Extractive tourism



Most activity in the area is focused on external visitors, not locals.



### Seasonal ghost town



The CHI is in a place that "empties out" during off-season months.



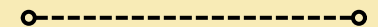
### Exodus



Because of lack of opportunities the local community is shrinking. Especially among the younger population.

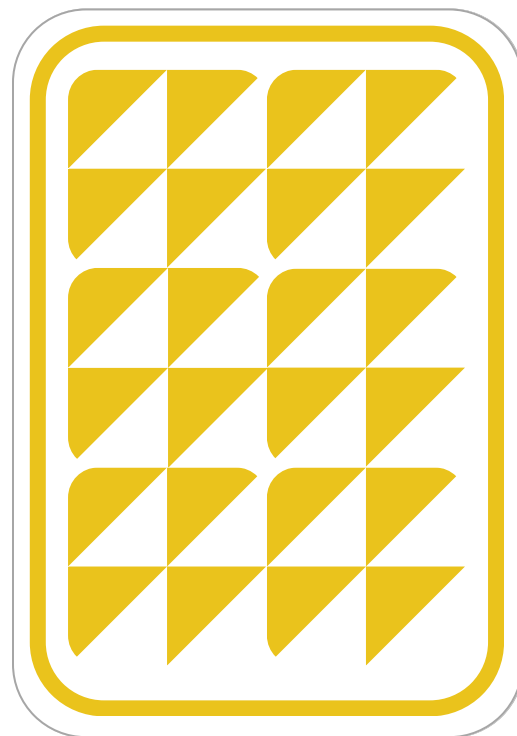
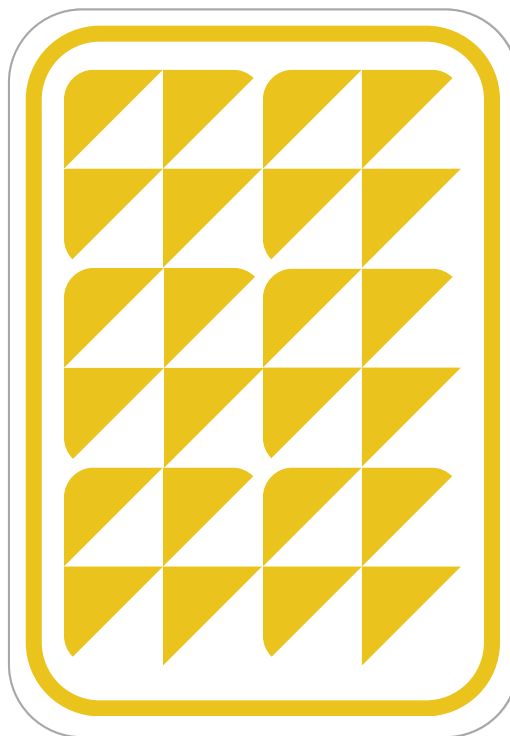
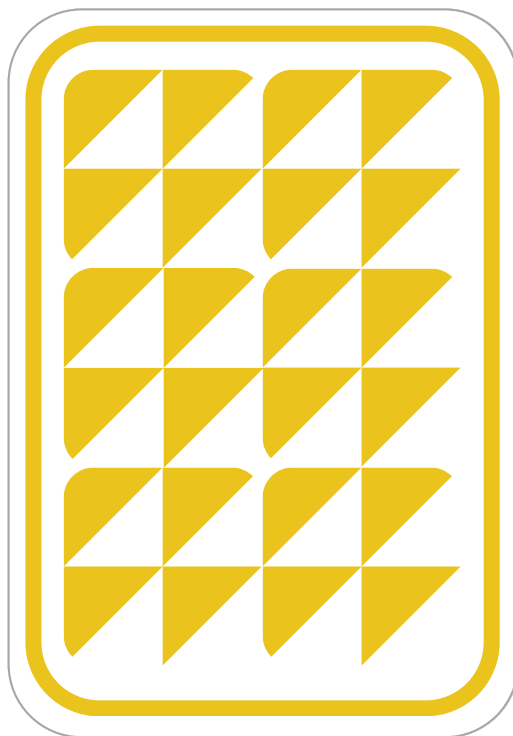
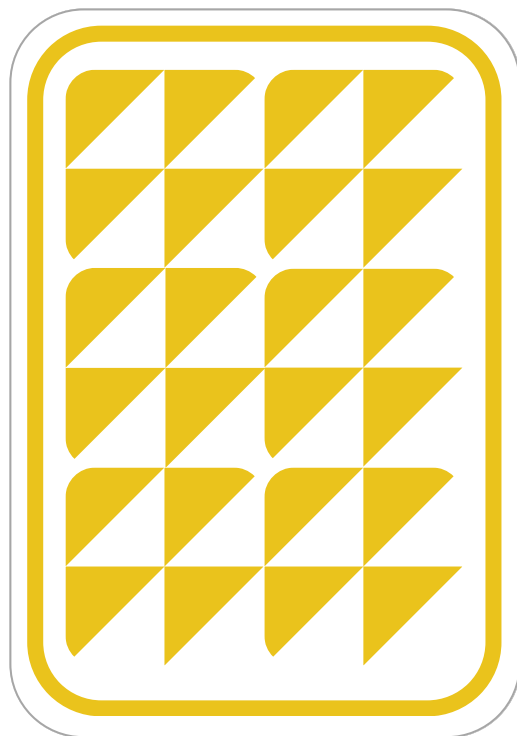
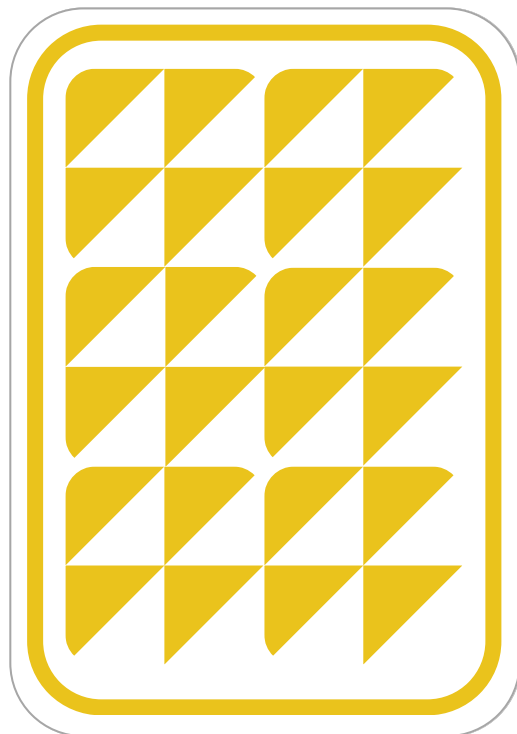
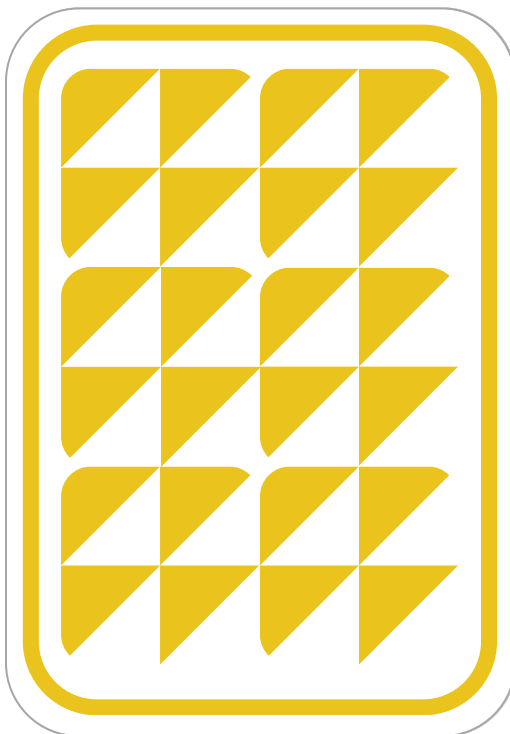
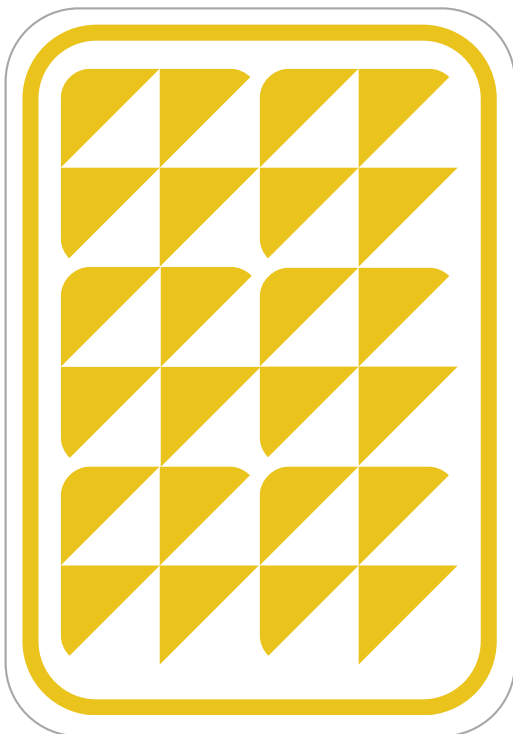
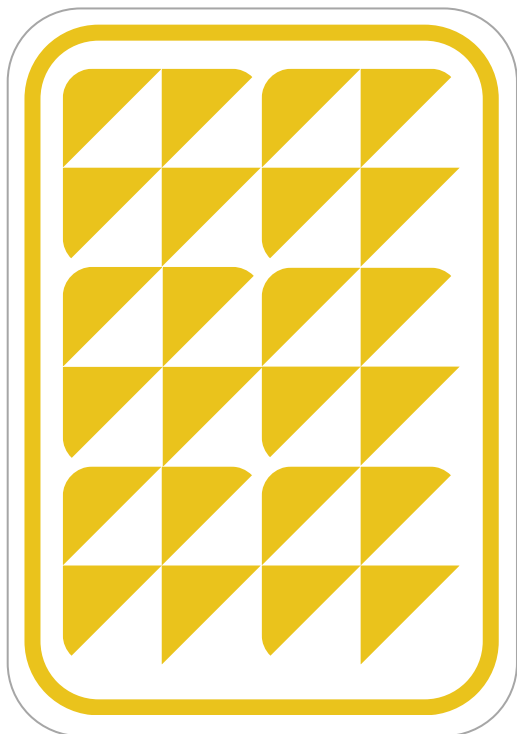


### Exodus



Because of lack of opportunities the local community is shrinking. Especially among the younger population.







### **Innovation = patents**

Only tech-based, IP-protected innovation gets funded.



### **Consultants around**

The institution's innovation strategy was developed by an international consulting firm.



### **Participation theatre**

Citizen engagement is required by funders but lacks meaningful resources or influence.



### **Trust deficit**

A corruption scandal from past leadership continues to damage credibility locally.



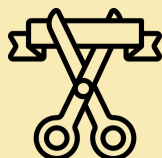
### **Rigid heritage laws**

Legal protections make it nearly impossible to reuse heritage spaces in adaptive ways.



### **No support for coordination**

Funding covers outputs and events, but not the roles needed to build partnerships.



### **Success = numbers only**

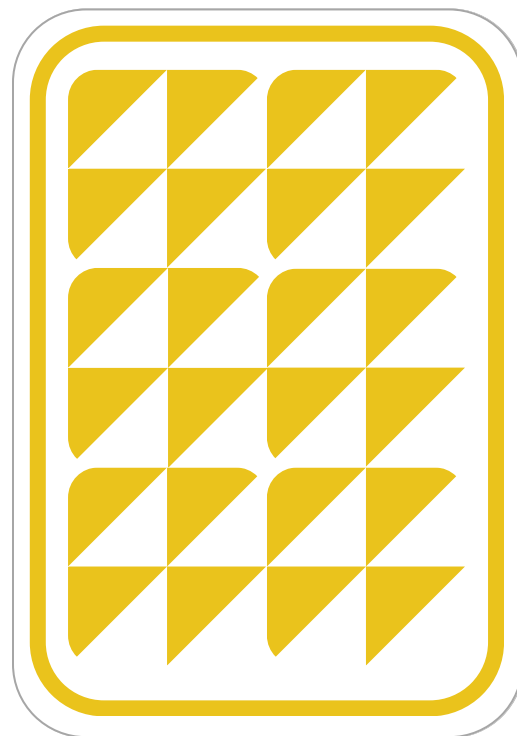
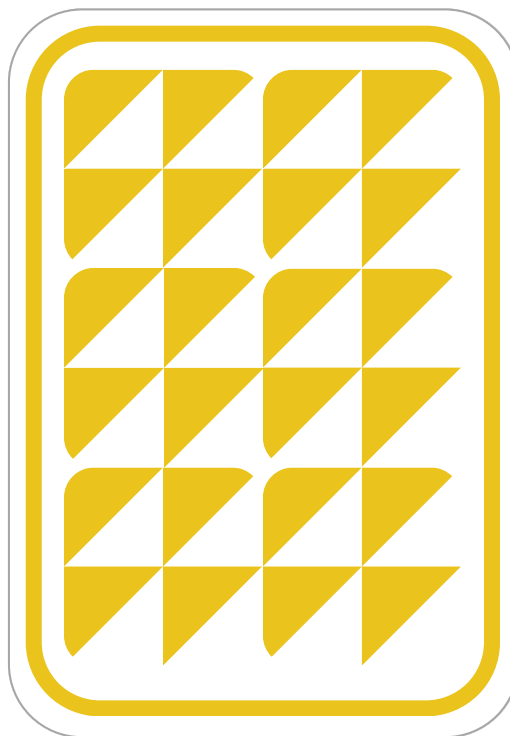
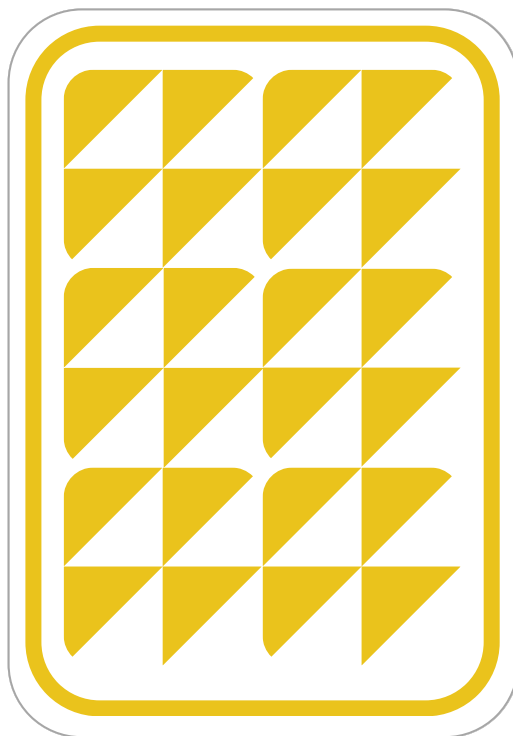
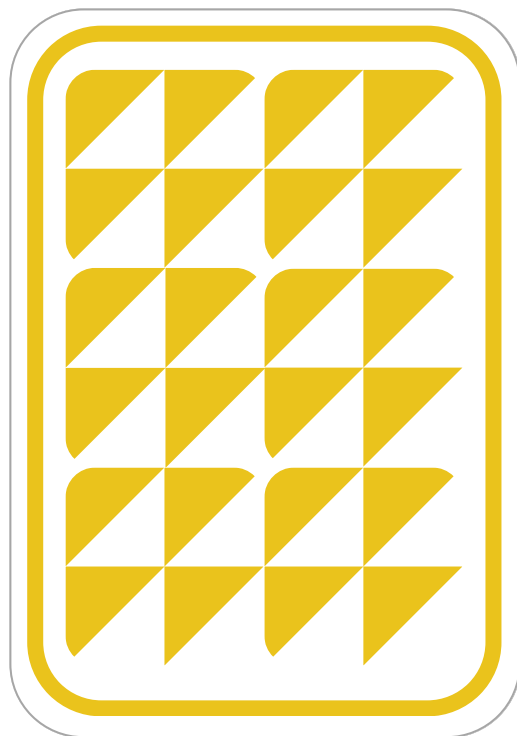
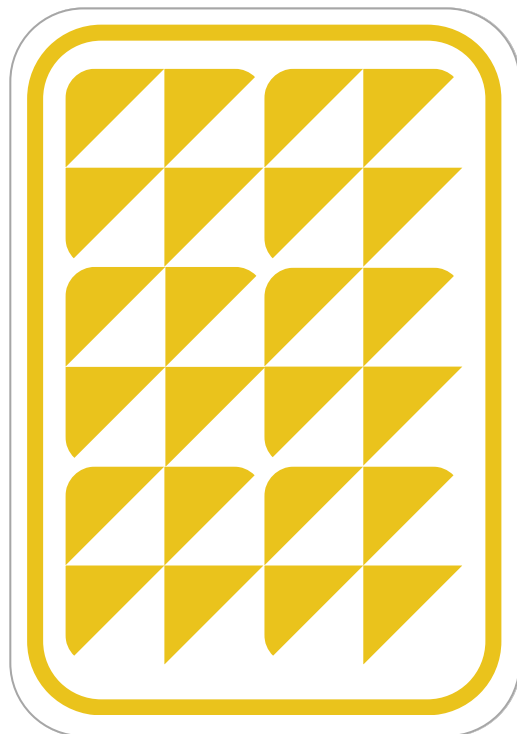
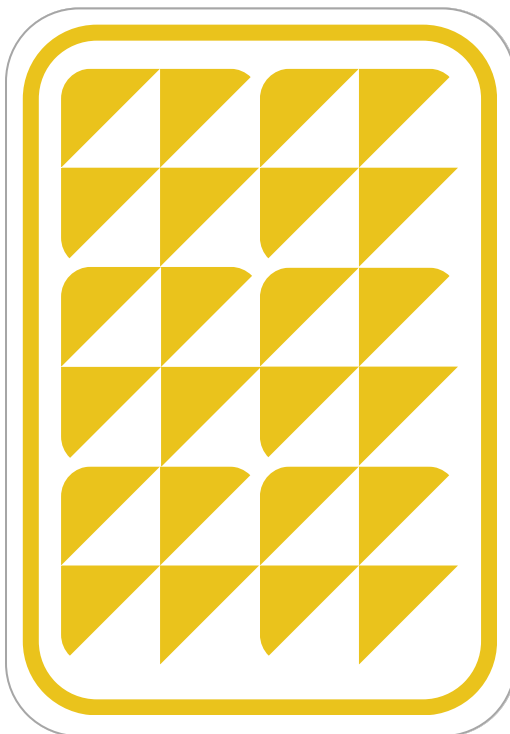
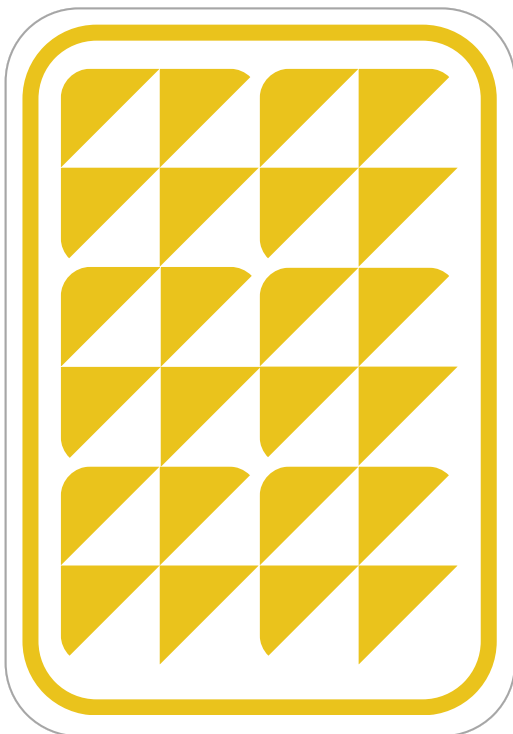
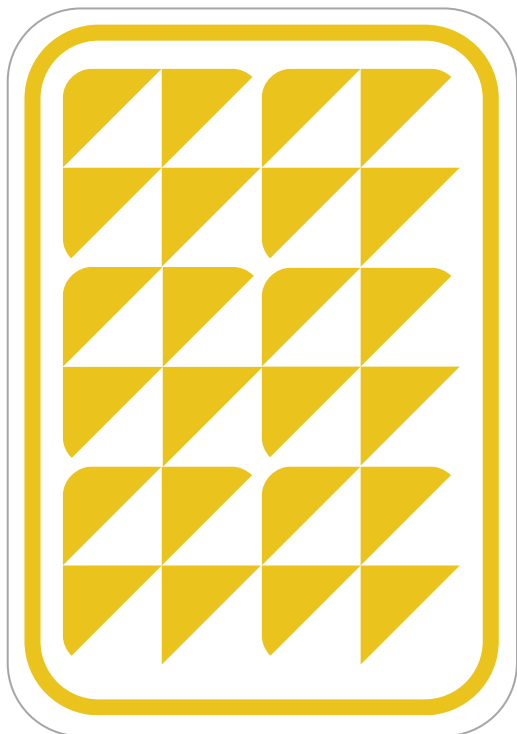
Funders focus solely on audience numbers, and deliverables over learnign and experimentation.



### **Success = numbers only**

Funders focus solely on audience numbers, and deliverables over learning and experimentation.





### Complex applications

Grant processes require heavy administrative capacity.



### Staff precarity

Unstable contracts and reliance on volunteers weaken CHIs' innovation continuity.



### Rigid schedules

Strict opening hours prevent CHIs from engaging broader communities.



### Fragmented governance

Overlapping authorities impose conflicting demands on CHIs.



### Digitalisation bias

CHIs are sidelined when innovation is reduced to digitalisation projects.



### Invisible practices

Everyday adaptive innovations in CHIs remain unrecognised and unsupported.



### EU call barriers

Energy-intensive EU procedures exclude smaller CHIs from participation.



### Same old faces

Recruitment in CHIs favours traditional profiles, limiting diversity and blocking the arrival of new skills needed for innovation.



