EUROPEAN CULTURAL
AND CREATIVE INDUSTRIES
INNOVATION POLICY PLATFORM

***EKIP* POLICY LAB**

How EU innovation policy can better support CCIs: spaces, infrastructures, and ecosystems

POLICY RECOMMENDATIONS FROM EKIP POLICY LAB 10

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Key Recommendations

The ekip Policy Lab on spaces, infrastructures, and ecosystems for Cultural and Creative Industries (CCIs) explored how infrastructures can better support CCIs as drivers of innovation in Europe. In this context, CCI infrastructures are understood as shared, hybrid environments that combine physical and/or digital facilities, equipment, capabilities, and support services enabling experimentation, creation, collaboration, and learning. These may include creative hubs, makerspaces, fab labs, living labs, urban innovation hubs and accelerators with a CCI interface, cultural venues as innovation infrastructures (incl. museums and cultural centres), and other hybrid community spaces.

Based on desk research, stakeholder interviews, a social listening exercise, the Policy Corner, the Policy Lab sessions, and a Community Review workshop, a set of policy recommendations was developed to strengthen the role of CCI infrastructures within European open innovation systems. The recommendations are structured in two complementary layers. Recommendations 1–2 focus on the strategic positioning of CCI infrastructures within innovation systems and their role as cross-sectoral innovation gateways. Recommendations 3–6 address the conditions required to make this role operational in practice, including governance coherence, improved connectivity and exchange between CCI infrastructures, impact measurement, and access to funding.

1. **Strengthen the positioning of CCI infrastructures within EU's innovation system:** Explicitly position CCI infrastructures in EU and regional innovation frameworks and strategic vision documents (including Smart Specialisation Strategies (S3) and mission-oriented policies) as key innovation actors, recognising their role in experimentation, innovation, and cross-sector collaboration.
2. **Position CCI infrastructures as gateways for cross-sector innovation:** Recognise CCI infrastructures as hybrid spaces where cultural, social, technological, and scientific domains intersect in practice, and strengthen their role in enabling cross-sector collaboration through integrated functions, transversal skills, and their role as access and brokerage points to wider innovation, research, and civic infrastructures.
3. **Strengthen political ownership and governance coherence for CCI infrastructures:** Improve coordination across governance levels and policy domains by establishing permanent inter-ministerial coordination bodies, aligning EU, national and regional instruments with local implementation, embedding CCI infrastructures in innovation policies such as S3, and securing stable long-term funding and governance frameworks.
4. **Connect CCI infrastructures – from local networks to European mobility and knowledge exchange:** Strengthen links between local and European ecosystems by formalising existing national innovation networks, expanding and better coordinating EU mobility and peer learning schemes, reducing financial and informational access barriers for smaller actors, and scaling local best practices through EU programmes and platforms such as Horizon, Interreg and the S3 Community of Practice.
5. **Strengthen data and impact evidence for CCI infrastructures:** Better capture the impact of CCI infrastructures by developing standardised yet flexible impact methodologies. Funding interdisciplinary research on new impact measurement methods with practical tools for smaller organisations and strengthen the role of impact evidence in funding decisions through broader metrics beyond conventional innovation indicators such as TRLs.
6. **Lower barriers – accessible funding information and flexible support for CCI actors and infrastructures:** Reduce barriers for smaller CCI actors by redesigning grant programmes with flexible conditions reflecting CCI diversity, mainstreaming multilingual and accessible funding information, delivering targeted capacity-building, and embedding creative expertise into innovation and policy ecosystems.

Taken together, these recommendations point to a clear opportunity: by better recognising, connecting, and aligning existing policies and instruments, Europe can unlock the full potential of CCI infrastructures as key drivers of open innovation, cross-sector collaboration, competitiveness, and place-based transformation.

1 Introduction

Infrastructures play an important role in enabling innovation by providing environments for experimentation, collaboration, learning, and knowledge exchange. In the context of Cultural and Creative Industries (CCIs), infrastructures are understood as shared, hybrid environments that combine physical and/or digital facilities, equipment, capabilities, and support services enabling experimentation, creation, collaboration, and learning. These may include creative hubs, makerspaces, fab labs, living labs, urban innovation hubs and accelerators with a CCI interface, cultural venues as innovation infrastructures (incl. museums and cultural centres), and other hybrid community spaces[1].

Rather than functioning as purely facility-based spaces, they operate as open and collaborative settings where individuals and organisations can develop, test, and refine ideas through both structured and informal forms of knowledge exchange. Depending on their configuration, such infrastructures may provide technical capacity (e.g. equipment and prototyping facilities), intermediation capacity (e.g. brokerage, facilitation, and partnership-building), and/or field-building capacity (e.g. shared methods, standards, and coordination mechanisms that enable longer-term collaboration across actors and territories).

At the ecosystem level, CCI infrastructures are embedded within broader open innovation ecosystems shaped by interactions between creative actors, research organisations, businesses, public authorities, and civil society. These ecosystems are defined by patterns of collaboration, resource exchange, and institutional arrangements that enable or constrain innovation processes. Within this framing, ecosystems encompass the networks, governance structures, and enabling conditions through which infrastructures operate and connect across sectors and territories.

To organise and frame the challenges and opportunities linked to the role of CCIs in open innovation ecosystems, *ekip* relies on a set of open innovation building blocks[2], which can be understood as critical elements in the transformation of industrial ecosystems and are essential to the development of functional and sustainable open innovation ecosystems as a whole. As infrastructures constitute one of these building blocks, this policy area focuses directly on CCI infrastructures and their role within open innovation ecosystems, rather than using the building blocks as the analytical framework.

The 10th *ekip* Policy Lab explored how spaces, infrastructures, and ecosystems can better support CCIs within the European Union (EU) innovation and policy landscape. The Policy Lab looked at the role of infrastructures as environments for experimentation and collaboration, the relationship between infrastructures and ecosystems, and opportunities for stronger connections between creative, technological, and innovation-oriented environments.

This report presents the recommendations developed at the Policy Lab on CCI spaces, infrastructures, and ecosystems, held online on March 30th and April 2nd, 2026, as well as a follow-up Community Review workshop organised on April 20th, 2026. The process brought together CCI infrastructure operators, artists, policymakers, researchers, intermediary organisations, innovation stakeholders, and representatives of CCI associations to identify key issues and co-develop policy recommendations.

[1] For definitions of the key terms used across this paper, please refer to the Scoping document: https://ekipengine.eu/wp-content/uploads/2024/11/EKIP_Policy-lab_Infra_Scoping-note-Final-version.pdf

[2] For a deeper discussion of the building blocks, see European Commission (2022) Blueprint for the development of transition pathways for industrial ecosystems. https://ec.europa.eu/docsroom/documents/49407

This recommendation report is structured as follows:

- Context and rationale
- Opportunities
- Key challenges
- Policy recommendations
- Methodology and Policy Lab process

2 Context and rationale: why a Policy Lab on CCI infrastructures, spaces, and ecosystems?

Innovation infrastructures are increasingly recognised within EU R&I policy as key environments for experimentation, collaboration, knowledge exchange, and innovation diffusion. Over recent years, European strategies have placed growing emphasis on Research and Technology infrastructures (RIs and TIs) as strategic assets supporting research and innovation, industrial competitiveness, digitalisation, and the green transition[3]. At the same time, ecosystem-based approaches to innovation have highlighted the importance of territorial networks, cross-sector collaboration, and place-based dynamics in enabling innovation processes.

Within this landscape, **CCI infrastructures are not yet systematically embedded into innovation and technology infrastructure policy.** While they operate at the intersection of technological, entrepreneurial, cultural, and social activities, they are in practice addressed through fragmented policy instruments rather than as part of a coherent policy perspective[4]. This results in a **disjointed policy landscape in which CCI infrastructures are not consistently recognised or supported as strategic innovation assets,** limiting their potential to contribute to innovation capacity, cross-sector collaboration, and territorial development.

At the same time, CCIs are becoming more deeply embedded in digital transformation processes, sustainability transitions, and cross-sector innovation dynamics. This creates significant opportunities for innovation and value creation, which can only be fully realised through more integrated approaches to the infrastructures that support these activities.

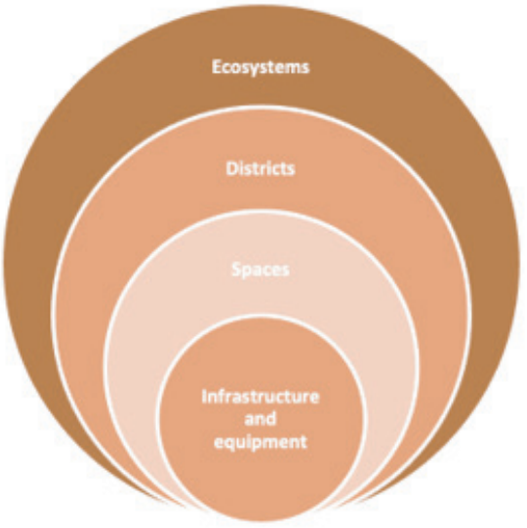
In this context, it is important to understand that CCI infrastructures operate across interconnected levels within innovation systems. They provide shared environments for experimentation, collaboration, skills development, and creative production, while also depending on wider ecosystem conditions such as networks, coordination mechanisms, and institutional linkages. The Policy Lab therefore distinguishes between multiple, interconnected levels of CCI infrastructure and ecosystem development, ranging from infrastructures and spaces to districts and broader ecosystems. While infrastructures and spaces primarily provide access to facilities, equipment, and hands-on collaboration environments, districts and ecosystems rely increasingly on intermediation, networking, and field-building functions that enable sustained collaboration across actors and territories.

[3] A key EU initiative supporting RIs and TIs is the European Strategy on Research and Technology Infrastructures, published in September 2025, https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=COM:2025:497:REV1

[4] For example, a review of several EU CCI strategies and policy documents (incl. the EU Work Plan for Culture 2023-2026, the EIT Culture and Creativity Strategic Agenda 2024-2027, and the Culture Compass for Europe) shows that while these documents point to the important role of infrastructures in supporting CCI innovation, the references to such infrastructures remain largely implicit. For more detailed information, see the scoping document: https://ekipengine.eu/wp-content/uploads/2024/11/EKIP_Policy-lab_Infra_Scoping-note-Final-version.pdf

Figure 1 below illustrates these interconnected levels, showing how infrastructures are embedded within and contribute to broader innovation ecosystems.

Figure 1 Conceptual levels of CCI infrastructures, spaces, districts, and ecosystems



Source: Technopolis Group

3 Opportunities

The scoping work and stakeholder consultations conducted by ekip identified three key opportunities for strengthening the role of CCI infrastructures within European innovation ecosystems.

1. Social and ecosystem-based infrastructures:
A first opportunity lies in the inherently social and networked nature of CCI infrastructures. Evidence from scoping interviews highlights that the effectiveness and sustainability of CCI infrastructures depend strongly on their embedding within local innovation ecosystems. Infrastructures can act as nodes that connect actors, facilitate knowledge exchange, enable collaboration, and support access to skills, resources, and markets. Their impact is therefore closely linked to the strength and continuity of surrounding networks and communities.

2. Strengthening connections between creative and technological environments:
A second opportunity concerns the relationship between CCIs and technology-driven innovation environments. While technology infrastructures, incubators, and research centres play a central role in EU innovation policy, access for CCIs to these environments remains limited. This is particularly relevant in areas like immersive technologies, materials innovation, architecture and design, and audiovisual production, where access to specialised infrastructures can help de-risk experimentation and lower barriers to engaging with new technologies. Strengthening connections between creative and technology infrastructures could enable new forms of experimentation, support technology transfer in both directions, and foster cross-sector collaboration. This includes opportunities for CCIs not only to adopt technologies, but also to contribute to the development of new technologies through collaborative processes.

3. Hybrid and place-based innovation models:
A third opportunity relates to the growing emergence of hybrid and place-based infrastructure models. Across Europe, there is increasing interest in spaces that combine cultural, technological, educational, scientific, and community functions. Examples include creative hubs, fab labs, living labs, and innovation districts, which combine physical infrastructure with governance arrangements, collaboration mechanisms, and placemaking strategies. These models highlight the importance of designing infrastructures not only as functional spaces, but as environments that actively support interaction, experimentation, research, and collective learning, and which can contribute to urban rejuvenation and urban development strategies.

3 Key challenges

The Policy Lab built on four problem statements developed during the scoping phase. These were further discussed and validated through a problem tree exercise at the Policy Lab, which helped identify roots and systemic effects across CCI infrastructures, spaces, and ecosystems. These challenges are not isolated, but interlinked across access, funding, governance, and ecosystem integration.

4.1 UNEVEN AND INSUFFICIENT ACCESS TO FIT-FOR-PURPOSE INFRASTRUCTURES AND INNOVATION NETWORKS FOR CCIS

CCI actors across Europe face uneven and fragmented access to innovation infrastructures, laboratories, experimentation spaces, and innovation networks. These disparities are particularly visible between urban and rural areas, but also within cities and regions, where access depends heavily on local conditions and existing networks.

Roots: This situation is driven by a combination of factors, including uneven public and private investment in accessible and fit-for-purpose infrastructures remains uneven, a lack of clear priorities and limited support for inclusive and community-oriented creative spaces.

CCIs themselves are a heterogenous sector, with limited coordination across initiatives. In addition, low levels of community participation in the design and governance of infrastructures limit their inclusiveness and relevance. These challenges are further reinforced by broader structural conditions such as high living costs and social inequalities, which translate into possible affordability barriers and unequal access to creative spaces and resources.

Effects: As a result, many CCI actors face reduced opportunities for experimentation and collaboration, weaker access to cross-sector innovation environments, and limited visibility within broader innovation policy frameworks. This diminished integration into innovation ecosystems reduces interaction and resource exchange at the regional level, which can contribute to weaker local cultural and creative ecosystems.

4.2 MISALIGNMENT OF FUNDING MODELS WITH THE LONG-TERM NEEDS AND FINANCIAL SUSTAINABILITY OF CCI INFRASTRUCTURES

A second key challenge relates to the misalignment between existing funding models and the long-term needs of CCI infrastructures. Many infrastructures rely heavily on short-term and project-based funding, which does not reflect their operational realities or the need for sustained investment over time. This creates financial instability and limits their capacity for strategic development[5,6].

Roots: Several factors contribute to this situation. There is no shared understanding of what constitutes CCI infrastructures, which makes it difficult to design consistent support schemes. Impact measurement frameworks remain weak or inconsistent, limiting the ability to demonstrate long-term value to warrant investments in innovation capacity. In addition, the positioning of CCIs primarily within cultural rather than innovation policy reduces access to more stable innovation-oriented funding instruments.

[5] As mentioned in scoping interviews carried out as background research for the Policy Lab

[6] An EIB study from 2025 on funding needs of EU technology infrastructures also notes how many TIs operate in fragmented and short-term funding environments, https://technopolis-group.com/wp-content/uploads/2025/09/20250208-150925-unlocking-innovation-en.pdf

Fragmented governance structures across levels and sectors further complicate funding alignment, while the diversity of CCI organisations makes it difficult to design one-size-fits-all solutions.

Effects: These conditions lead to structural financial precarity, limited long-term planning capacity, and dependence on short funding cycles, which in turn restricts scaling, experimentation, and sustainability.

4.3 LIMITED INTEGRATION OF CCIS IN OPEN, CROSS-SECTOR, AND TECHNOLOGY-DRIVEN INNOVATION ECOSYSTEMS

CCI infrastructures and actors are not integrated into broader innovation ecosystems. As a result, their participation in cross-sector collaboration, technological development, and innovation processes is often limited, despite their potential to contribute to these dynamics.

Roots: This limited integration is linked to several issues. Innovation policy frameworks continue to be largely shaped by market- and technology-centred definitions of innovation, which do not fully reflect the role of cultural and creative industries. Policies related to culture and innovation are fragmented, with limited coordination between them[7]. In addition, creative infrastructures such as hubs, museums, and hybrid spaces are not consistently recognised as innovation infrastructures[8]. Short-term funding structures further reinforce this situation by disadvantaging smaller and more experimental actors.

Effects: The consequences are that CCIs infrastructures and actors often remain peripheral to strategic innovation and technology agendas, with limited influence in shaping innovation priorities. Governance systems tend to prioritise physical infrastructure over community and ecosystem dynamics, and financial precarity further limits participation, particularly among smaller actors. At the same time, the absence of a shared narrative around culture-driven innovation reinforces the sector's marginal position within broader innovation systems.

[7] For more information on why cultural and innovation policies are often seen as separate, see the ekip article on the differences, overlaps, and societal benefits of cultural and innovation policies: https://ekipengine.eu/understanding-cultural-policies-and-innovation-policies-differences-overlaps-and-societal-benefits/

[8] The ekip policy recommendations for cultural heritage institutions within open innovation ecosystems also note that cultural heritage institutions such as museums should be recognised as civic infrastructures capable of enabling local innovation. For more information, see: https://ekipengine.eu/wp-content/uploads/2024/11/EKIP_PolicyLab_8_Policy_Recommendation-PREVIEW-1.pdf

4.4 FRAGMENTED MULTI-LEVEL GOVERNANCE AND WEAK COORDINATION ACROSS POLICY LEVELS

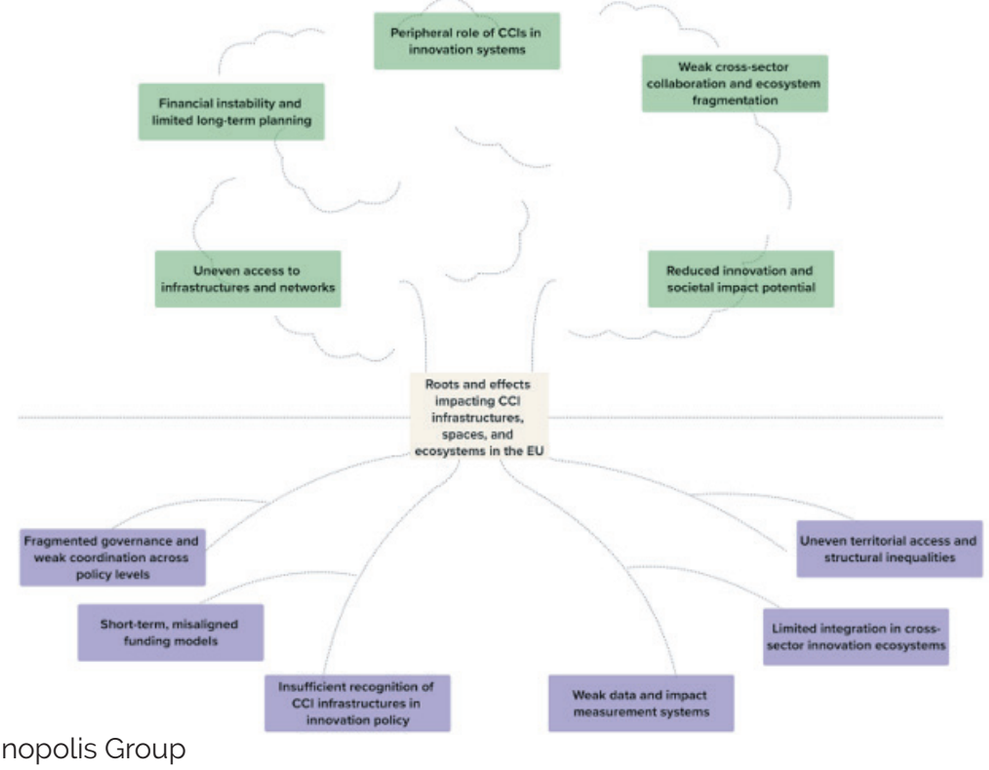
A fourth challenge relates to the fragmentation of governance and coordination mechanisms across policy levels. Responsibility for CCI infrastructures is distributed across EU, national, regional, and local levels, often without clear coordination structures or shared strategic direction[9].

Roots: This fragmentation is driven by the absence of permanent coordination mechanisms and limited investment in intermediaries that could bridge policy and practice. Short-term and misaligned funding cycles across programmes further reinforce fragmentation, making it difficult to align objectives and timelines. In addition, the lack of shared definitions and limited integration of CCIs into regional innovation strategies contributes to inconsistent policy approaches. Weak data systems and the limited visibility of networking functions also make it difficult to build coherent evidence and learning loops.

Effects: These conditions result in infrastructures and ecosystems that are fragmented and short-term oriented, with weak alignment across policy levels and instruments. They also limit structured stakeholder engagement and reduce feedback loops between practice and policy. As a result, innovation processes often remain confined to localised contexts, limiting opportunities for transnational learning and scaling. Overall, these governance mismatches reinforce the marginal position of CCI infrastructures and CCIs at large within broader innovation systems.

Figure 2 below provides a summary of the identified key roots and effects across the different problem statements.

Figure 2 Key roots and effects impacting CCI spaces, infrastructures, and ecosystems in the EU



Source: Technopolis Group

[9] This lack of clear coordination and the fragmented nature of the TI ecosystem is also noted in the European Strategy on Research and Technology Infrastructures, https://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:52025DC0497R(01)

5 Policy recommendations

Based on the findings from the scoping phase, the Policy Lab discussions, and the Community Review workshop, the following policy recommendations translate the identified challenges and opportunities into concrete actions. Overall, the recommendations position CCI infrastructures not as peripheral actors, but as underused strategic assets within European open innovation ecosystems, whose potential can be further unlocked through better alignment, connectivity, and strengthened positioning across policy levels.

The recommendations follow a progressive logic, structured into six interlinked areas, organised in two layers. Recommendations 1 and 2 begin by addressing the positioning of CCI infrastructures within EU innovation policy and their role as cross-sectoral innovation gateways. Recommendations 3 to 6 address the conditions required to make this role operational in practice, including governance coherence, improved connectivity and exchange between CCI infrastructures, impact measurement, and access to funding, which support the long-term sustainability and impact of CCI infrastructures.

5.1 STRENGTHEN THE POSITIONING OF CCI INFRASTRUCTURES WITHIN EU'S INNOVATION SYSTEM

Why this matters: This recommendation calls for explicitly positioning CCIs, and CCI infrastructures, as key innovation actors within EU innovation policy frameworks and strategic vision documents. It responds to the untapped potential of cultural and creative sectors in innovation policy agendas, where CCI infrastructures are not yet recognised despite their strong capacity to generate experimentation, cross-sector collaboration, and new forms of knowledge production. It also addresses the opportunity to better connect CCI infrastructures across local and European open innovation ecosystems, strengthening their visibility, scaling potential, and broader impact within innovation systems.

Policy actions:

• Strategic recognition of CCIs in EU innovation policy: Include CCIs and their infrastructures explicitly in EU innovation policy documents and strategic vision (e.g., the European Strategy for Research and Technology Infrastructures, the Competitiveness Compass, or the European Competitiveness Fund), positioning them as integral components to open innovation ecosystems rather than peripheral cultural actors.
• Integration into territorial innovation strategies: Embed CCI infrastructures systematically within regional smart specialisation strategies (S3), their successor programmes and other place-based innovation policies. Strengthen their links with existing structures and instruments such as EIT co-location centres, EIT regional hubs, the New European Bauhaus programme, the European Capital of Culture, or Culture Next to reinforce cross-sectoral innovation dynamics[10]. CCI infrastructures should be recognised as potential local and regional innovation laboratories, where creative, technological, social, and public sector actors can jointly test solutions to societal challenges.

[10] The effectiveness of this recommendation may vary significantly across regions, depending on the extent to which S3 priorities are actively defined and implemented, and on the capacity of CCI stakeholders and intermediary organisations to engage in these governance and agenda-setting processes.

• Mission-oriented framing of CCIs in innovation policy: Make the role of CCIs more tangible in innovation policy by clearly identifying and designing European or national research and innovation missions where CCI infrastructures can actively contribute (e.g. intersections such as health and culture, culture and deep tech, textiles, materials, cultural heritage etc.). This helps operationalise their innovation potential within concrete policy priorities and strengthen their role in mission-driven innovation ecosystems and support creation of specialised infrastructures within their respective ecosystems.
• Internal transformation and innovation capacity in CCI infrastructures: Strengthen innovation management and organisational competencies within CCI infrastructures. This can build on and/or connect to EU initiatives (e.g. the forthcoming Horizon Europe projects on skills and capacity-building for Technology Infrastructures' management[11]; Erasmus+, or draw on European Digital Innovation Hubs[12] which support digital capacity-building and could be more tailored to the needs of CCIs). Alongside formal education, this could include cross-sector cooperation, peer learning, organisational exchange, and work on real-life cases within companies and innovation ecosystems to keep skills development connected to evolving innovation practices and technologies.
• Shift towards long-term, innovation-oriented funding approaches: Reorient funding systems from predominantly short-term project-based funding for CCI infrastructure towards more stable, long-term funding by better aligning CCIs with innovation policy funding instruments. This would strengthen continuity and enable CCI infrastructures to act as sustained environments for experimentation, innovation, and cross-sector collaboration. Funding approaches should also better support operational costs, including staff, community-building activities, international networking, mentoring, and peer-learning functions. Sustainable ecosystems require investment not only in projects and facilities but also in the organisations that manage them.
• Visibility in innovation monitoring and benchmarking tools: Integrate the contribution of CCIs into EU innovation scoreboards and related metrics to strengthen evidence of their systemic innovation impact.

Suggested responsible actors: The European Commission in coordination with Member States and regional authorities responsible for innovation and cohesion policies

• *Supported by European-level CCI infrastructure networks (e.g. ENoLL[13] for living labs, NEMO[14] for museums, and European Creative Hubs Network[15] for hubs) and associations which can play a role in articulating common positions, facilitating coordination among stakeholders, and ensuring visibility of the sector in relevant policy discussions.*

[11] Call for Attracting management talent for capacity building for Technology Infrastructures staff members (CSA) (HORIZON-CL4-2026-01-MAT-PROD-44), https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/opportunities/topic-details/HORIZON-CL4-2026-01-MAT-PROD-44?isExactMatch=true&status=31094501,31094502,31094503&callIdentifier=HORIZON-CL4-2026-01&order=DESC&pageNumber=1&pageSize=50&sortBy=startDate

[12] For more information on European Digital Innovation Hubs, see: https://digital-strategy.ec.europa.eu/en/policies/edihs

[13] European Network of Living Labs, https://enoll.org/

[14] NEMO, https://www.ne-mo.org/

[15] European Creative Hubs Network, https://creativehubs.net/

5.2 5.2 POSITION CCI INFRASTRUCTURES AS GATEWAYS FOR CROSS-SECTOR INNOVATION

Why this matters: This recommendation focuses on the strategic role and untapped potential of CCI infrastructures by recognising them as hybrid spaces where cultural, social, technological, and scientific domains intersect in practice. It responds to the opportunity to better strengthen how value is already generated by these infrastructures across sectors through experimentation, co-creation, and shared use of space and resources, as well as their role in enabling access to other types of infrastructures such as research centres and civic facilities.
Rather than focusing on ecosystem coordination or network-building (addressed in the next recommendation), this recommendation highlights the functional cross-sectoral effects of CCI infrastructures. It emphasises how their activities and spatial functions cut across policy domains and institutional boundaries, and how this transversal impact can be more explicitly recognised and supported in EU policy frameworks.

Policy actions:
• **Development of hybrid cross-sectoral infrastructures:** Support the creation and consolidation of spaces and platforms that integrate innovation with cultural, scientific, educational, and innovation functions within shared environments (e.g. art-tech labs, combined museum-research-community spaces, and temporary-pop-up formats). These can include both new and existing infrastructures, reconfigured or merged to better enable cross-sector collaboration. Beyond physical infrastructure, particular emphasis should be placed on strengthening enabling frameworks such as collaborative programmes, research and innovation calls, and dedicated funding and access schemes that support cross-sector collaboration.
• **Strengthening transversal competencies:** Strengthen innovation, digital, sustainability, and interdisciplinary skills within CCI infrastructures, enabling practitioners to operate across sectoral boundaries and engage with multiple domains. This includes strengthening the ability of infrastructures to attract and collaborate with actors with innovation-oriented skills, knowledge, and networks, reinforcing their role as spaces for experimentation and cross-sector collaboration. This should be complemented by stronger recognition of CCI infrastructures at regional and national level, and better coordination across sectoral policy fields (e.g. education, innovation, health), which are often organised in silos and lack clear responsibility for cross-sectoral innovation.
• **CCI infrastructures as access and brokerage points to other infrastructures:** Strengthen the role of CCI infrastructures as intermediaries connecting users to other infrastructures (e.g. research hubs, civic facilities), enabling cross-use and collaboration. This function relies on coordination roles, partnerships, and programmed activities that support active brokerage, and requires adequate resources and mandates to ensure continuity. Unlike hybrid cross-sectoral infrastructures (addressed in the first sub-recommendation), which focus on co-location and integrated functions, this recommendation focuses on access and connectivity across existing infrastructures.
• **Leveraging competitions for cross-sector positioning:** Use initiatives such as New European Bauhaus competitions or the European Capital of Culture as strategic instruments to reframe CCI infrastructures and their innovation capacity beyond the cultural sector. They can support new narratives (e.g. museums or performing arts infrastructures, and temporary or festival-based infrastructures as innovation hubs), increase international visibility, and support the idea of "innovation

by production", where CCI infrastructures are recognised not only as spaces of display, but as sites of experimentation, making, and production.
• **Knowledge sharing on cross-sector practices:** Develop and disseminate case studies and comparative reports (e.g. Culture4Health-type initiatives) to document how CCI infrastructures generate cross-sectoral impacts through their activities. Adequate data collection frameworks are needed to support this, including clearer definition of relevant indicators and data needs. Pan-European CCI organisations can play a key role in coordinating data gathering, aggregation, and dissemination of evidence across ecosystems.

Suggested responsible actors: National and regional authorities, in particular ministries and agencies responsible for innovation, culture, education, and related sectoral policies

• *Supported by EU programme bodies, CCI infrastructures, and European CCI infrastructures networks and associations (e.g. NEMO[16], Culture Action Europe[17], Reset[18], ECHN[19], S+T+ARTS' regional centres[20])*

5.3 STRENGTHEN POLITICAL OWNERSHIP AND GOVERNANCE COHERENCE FOR CCI INFRASTRUCTURES

Why this matters: This recommendation addresses the opportunity to improve governance coherence and political ownership for CCIs and their infrastructures across policy portfolios (culture, research, innovation, industry/trade, digital, regional development etc.) and governance levels (e.g., local, regional, national, European). It tackles both the question of how ownership and coordination can be strengthened and how to translate broad political agendas into concrete, coordinated action.

This is crucial since infrastructures are locally embedded and serve their local ecosystem or city – while governance and funding for infrastructures are fragmented and dispersed across such instruments as Horizon Europe, the New European Bauhaus (NEB), Cohesion Funds, Creative Europe, and more, not including national or local instruments.

This recommendation calls for the creation of a governance framework that works both vertically, aligning EU, national, and regional policies, and horizontally, breaking down silos between ministries. The approach combines institutional restructuring to raise CCIs' strategic profile, continuity mechanisms to outlast government changes, policy integration to embed CCIs within innovation ecosystems, and coordination infrastructure to connect fragmented governance layers.

[16] NEMO, https://www.ne-mo.org/
[17] Culture Action Europe, https://cultureactioneurope.org/
[18] Reset, https://www.reset.brussels/
[19] European Creative Hubs Network, https://creativehubs.net/
[20] S+T+ARTS, https://starts.eu/

Policy actions:

• **CCI mainstreaming across innovation policies:** Integrate CCI infrastructures as core components of EU innovation policy and local or regional innovation strategies (e.g., S3), recognising their role as innovation infrastructures and cross-sectoral spaces that anchor local innovation networks.

• **Multi-level governance alignment**: Establish strengthened coordination mechanisms across EU, national, and regional policy implementation by starting from horizontal coordination within local and territorial networks. Hybrid innovation spaces such as CCI infrastructures, fab labs, and other collaborative environments can act as coordination nodes, enabling alignment across actors and sectors at ecosystem level. This horizontal coordination can then support more effective vertical alignment between regional, national, and EU policy levels, fostering greater coherence in implementation across governance layers.

• **Strategic continuity frameworks:** Develop long-term and stable funding frameworks, accompanied by regular review mechanisms. This can be implemented at different governance levels, depending on institutional context, including national, regional, and where relevant EU-level policy frameworks.

• **Inter-ministerial coordination mechanisms:** Create decision-making bodies level and explore innovative new institutional models (e.g., "Ministry of Creative Transitions") to bridge culture-industry-digital divides. This can be implemented in different ways depending on national and regional governance contexts, including through formalised coordination mechanisms at national and/or regional level.

Suggested responsible actors: National and regional governments (including relevant ministries and agencies)

• *Supported by informal networks supporting the transition by voicing the issue, but national/regional governments should be the implementing actors; European-level associations for CCI infrastructures*

5.4 CONNECT CCI INFRASTRUCTURES – FROM LOCAL NETWORKS TO EUROPEAN MOBILITY AND KNOWLEDGE EXCHANGE

Why this matters: This recommendation tackles two linked problems: smaller actors struggling to access infrastructure and funding, and fragmented ecosystems where local networks stay disconnected from Europe. It positions CCI infrastructure not only as physical facilities, but also as enablers of collaboration, knowledge exchange, and mobility that can be further strengthened across Europe.

The approach has two sides: making it easier for smaller actors to access infrastructure and funding, while building connections between infrastructures, actors, and knowledge across local, national, and European levels. It recognises that informal networks are already there, and calls for their strengthening through institutional support, and provision of practical tools for knowledge exchange and mobility.

Policy actions:

• **Formalised national innovation networks:** Strengthen existing informal platforms (e.g., National Innovation Platform in CZ) by supporting structured exchange of information, good practices, and coordination between CCI actors and innovation stakeholders.

• **Strengthening EU mobility schemes for CCI infrastructures:** Improve, expand, and better connect existing mobility and exchange opportunities for infrastructure users/staff (e.g. Erasmus+, Horizon Europe, EIT, city twinning, and initiatives such as Culture Moves Europe[21] under Creative Europe) to support peer learning between CCI infrastructures. The focus should shift from isolated study visits towards more systematic benchlearning formats and improved coordination between existing schemes to increase uptake and coherence (including links to relevant calls such as HORIZON-CL4-2026-01-MAT-PROD-44[22]). These actions should be supported by coordinated information sessions and targeted guidance for navigating existing EU mobility opportunities.

• **Reduced access barriers for smaller actors:** Lowering financial and informational obstacles to funding and infrastructure access, enhanced through systematic showcasing of good practices. This can build on existing EU initiatives aimed at facilitating access to TIs easier for smaller actors. These include the Horizon Europe calls on Pilot access schemes to Technology Infrastructures for European startups, scaleups and innovative SMEs (HORIZON-CL4-2026-01-MAT-PROD-45)[23] and Mapping and service finder for Technology Infrastructures (HORIZON-CL4-2026-01-MAT-PROD-46)[24]. The former will pilot multi-site access schemes for smaller industrial actors, while the latter will establish an interactive portal compiling information on European TI services, thereby improving the visibility of these infrastructures for industrial users. Both initiatives and potential successors could also be further adapted to better reflect the needs of CCI users.

• **Scaling local ecosystems via EU platforms:** Building structured cross-sectoral networks and developing standardised blueprints from local best practices (S3, urban regeneration) for European scaling through Horizon, Interreg, and S3 Community of Practice, supported by expert networks and city-level networks such as the Culture Next network[25]. This should consider different local realities, such as rural settings, where ecosystems and innovation structures often take different forms compared to more urban settings.

Suggested responsible actors: National and regional authorities, in particular those responsible for innovation, culture, and territorial development and for coordinating ecosystem-level implementation and access to EU instruments.

• *Supported by EU programmes and institutions (including Horizon Europe, Creative Europe, Interreg, Erasmus+ and related mobility schemes), S3 Community of Practice and other EU-level policy platforms, national and regional expert networks, and CCI infrastructures and European CCI networks (e.g. European Creative Hubs Network[26], Reset[27], Culture Action Europe[28])*

[21] https://culture.ec.europa.eu/culture-moves-europe/home

[22] Call for Attracting management talent for capacity building for Technology Infrastructures staff members (CSA), https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/opportunities/topic-details/HORIZON-CL4-2026-01-MAT-PROD-44?isExactMatch=true&status=31094501,31094502,31094503&callIdentifier=HORIZON-CL4-2026-01&order=DESC&pageNumber=1&pageSize=50&sortBy=startDate

[23] Call for Pilot access schemes to Technology Infrastructures for European startups, scaleups and innovative SMEs (CSA), https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/opportunities/topic-details/horizon-cl4-2026-01-mat-prod-45

[24] Call for Mapping and service finder for Technology Infrastructures (CSA), https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/opportunities/topic-details/horizon-cl4-2026-01-mat-prod-46

[25] Culture Next is the network of candidate European Capitals of Culture, https://culturenext.eu/

[26] European Creative Hubs Network, https://creativehubs.net/

[27] Reset, https://www.reset.brussels/

[28] Culture Action Europe, https://cultureactioneurope.org/

5.5 STRENGTHEN DATA AND IMPACT EVIDENCE FOR CCI INFRASTRUCTURES

Why this matters: This recommendation addresses the opportunity to strengthen data-driven and impact-oriented policymaking for CCIs infrastructures, to better capture their role within innovation, social, cultural, and economic systems. It responds to current limitations in data availability, comparability, and methodological consistency, which make it difficult to fully recognise and evidence the cross-sectoral impact of CCIs. At the same time, it links improved impact measurement to more effective and better-targeted funding decisions, as well as stronger visibility of CCI infrastructures within EU policy frameworks.

It proposes a shift more diverse and interdisciplinary approaches, combined with better use of evidence in policy and funding decisions.

Policy actions:

• **Standardised yet flexible data and evaluation frameworks:** Develop shared methodologies for impact measurement while allowing adaptability to capture the diversity and complexity of CCIs infrastructures, including less quantifiable sectors such as cultural heritage. For this, existing impact measurement approaches used for research and technology infrastructures can serve as a useful reference point. While not all these methods are directly transferable to CCIs and CCI infrastructures, they provide a basis for developing adapted and CCI-relevant frameworks.

• **Developing new interdisciplinary impact measurement methods:** Fund interdisciplinary research programmes to design new methodologies for capturing the full range of impacts of CCI infrastructures, including cultural, social, economic, health, and democratic dimensions. These methods should not only generate new metrics and Key Performance Indicators (KPIs), but also result in practical, accessible, and partly automated tools that can realistically be used by smaller CCI organisations and infrastructures without dedicated research or data staff.

• **Linking impact evidence to funding and visibility:** Strengthen the role of impact evidence in funding and visibility mechanisms for CCI infrastructures, while ensuring that evaluation approaches reflect the diversity of CCI practices and do not rely solely on conventional innovation indicators such as Technology Readiness Levels (TRLs). This includes developing broader metrics and KPIs that also capture cultural, social, and eco-social innovation dimensions, while avoiding funding approaches that only reward already well-resourced infrastructures with established impact measurement capacities.

Suggested responsible actors: National ministries and public authorities responsible for innovation, culture, and socio-economic monitoring, including national observatories

• *Supported by EU institutions and programme bodies (including those responsible for research, innovation, and cultural programmes), research consortia and academic networks developing methodologies and indicators, and CCI infrastructures themselves contributing to data generation, testing, and validation of impact methodologies*

5.6 LOWER BARRIERS – ACCESSIBLE FUNDING INFORMATION AND FLEXIBLE SUPPORT FOR CCI ACTORS AND INFRASTRUCTURES

Why this matters: This recommendation tackles the information gaps and structural barriers preventing smaller, independent CCI actors from accessing funding opportunities needed both to use CCI infrastructures and to benefit from them, as well as to contribute to the development and sustainability of those infrastructures themselves. Current funding systems, with language restrictions, complex applications, and inflexible grant conditions, tend to disadvantage micro-organisations, individual artists, and emerging creatives who lack administrative support.

The recommendation addresses barriers at three points: information accessibility (language, clarity, navigation), capacity gaps (knowledge, skills, proposal development), and structural misalignment (rigid access/funding conditions that do not reflect the diversity of CCI actors or the operational and financial realities of CCI infrastructures)[29]. It also proposes embedding creative expertise directly into policymaking and innovation environments, ensuring funding systems are designed with CCI realities in mind.

Policy actions:

• **Flexible grant programme redesign:** Adapt grant conditions at programme level to accommodate CCI diversity in size, specialty, and innovation capacity through flexible budgets, scalable requirements, and appropriate assessment criteria. This would enable CCI actors both to access funding to access CCI infrastructures and to use funding to sustain and further develop such infrastructures.

• **Accessible and multilingual funding information systems:** Mainstream multilingual information and clearer navigation across EU and national programmes, enabling CCI actors to more easily identify and access funding opportunities related to CCI infrastructures and related support structures. Rather than developing new translation technologies, this means making translation support, accessible guidance, and CCI-tailored information common practice, particularly for smaller actors navigating complex funding programmes such as Horizon Europe.

• **Targeted capacity-building programmes:** Deliver systematic support through webinars, proposal-writing workshops, and mentoring specifically designed for smaller actors lacking institutional infrastructure to strengthen their ability to access funding and effective engage with CCI infrastructures.

• **Creative expertise integration in innovation and policy ecosystems**: Embed creative expertise into innovation and policy ecosystems through sustained funding for creative innovation hubs and intermediary organisations that connect CCIs with policy environments. Where relevant, fellowship formats can complement this by facilitating mutual learning between creative professionals and ministries and innovation institutions, provided they are embedded within broader support and coordination mechanisms.

Suggested responsible actors: National and regional funding agencies and programme authorities, including national contact points responsible for EU and national funding schemes

• *Supported by EU programme bodies and CCI intermediary organisation*

[29] The 2025 EIB study on the funding needs of EU TIs (https://www.eib.org/files/publications/20250208-150925-unlocking-innovation-en.pdf) notes that service portfolios, often based on long-term agreements, are not well-suited to small enterprises, which typically require more flexible and short-term access arrangements. While not specific to CCI actors, this highlights broader access barriers faced by smaller users, which are also relevant in the context of CCIs.

6 Policy and project mapping

Together, these recommendations provide **a roadmap for strengthening the role of CCI infrastructures within European open innovation ecosystems.** As spaces for experimentation, collaboration, learning, and cross-sector exchange, CCI infrastructures have the potential to make a much stronger contribution to open innovation processes, competitiveness, resilience, and territorial development across Europe. Realising this potential, however, requires more systematic recognition of their role, stronger governance and coordination mechanisms, improved connectivity across ecosystems, and enabling conditions that allow infrastructures and their users to thrive. Strengthening CCI infrastructures is therefore not only a cultural or sectoral objective, but also an important step towards more inclusive, collaborative, and place-based approaches to open innovation.

While the recommendations are presented separately for clarity, they are strongly interlinked and should be read as a coherent framework. Several themes cut across multiple areas and reinforce each other. For instance, the recommendations on data and impact measurement are closely connected to those on funding and visibility, as improved impact frameworks can support more informed funding decisions and stronger recognition of CCI infrastructures across policy domains.

Importantly, many of the policy recommendations do not require the creation of entirely new instruments. They can build on existing EU, national, and regional instruments and initiatives, which can be adapted to the specific needs and characteristics of CCIs and their spaces, ecosystems, and infrastructures. The opportunity lies not only in additional investment, but in better recognising, connecting, and aligning existing policies and instruments to unlock the full contribution of CCI infrastructures to European open innovation ecosystems.

1 ANNEX

1.1 METHODOLOGY

The policy recommendations were co-created using the *ekip* Policy Lab methodology. The process followed two consecutive steps: scoping and problem identification, followed by policy formulation and validation through stakeholder co-creation[30].

The first step consisted of a scoping phase aimed at identifying and framing the core problem areas. This phase combined desk research, six semi-structured interviews with CCI infrastructure operators and policy experts, input from consortium partners, a social listening exercise, and the Policy Corner. It resulted in a structured understanding of key challenges and opportunities related to CCI infrastructures, spaces, and ecosystems, and informed the development of the initial problem statements used in the Policy Lab. A scoping document was prepared and shared with participants in advance of the Policy Lab to ensure a shared baseline understanding of the topic[31].

The second step took place during the Policy Lab itself and focused on policy formulation. The Policy Lab functioned as a co-creation space with stakeholders, aimed at developing and refining policy responses to the identified challenges. The first online session, held on March 30th, 2026, focused on validating and refining the problem statements through a structured problem tree exercise, identifying key roots and effects of the key challenges. The second session, held on April 2nd, 2026, focused on co-developing policy recommendations based on the validated problem framing. The first session gathered 49 participants, while 28 participants attended the second session.

Following the Policy Lab, a community review session was organised on April 20th, 2026, to further validate and refine the draft recommendations with a broader group of stakeholders. Feedback from this session was integrated into the final set of recommendations presented in this report. This session gathered 16 people[32].

[30] Deliverable D10.1 Methodology of Policy Labs

[31] The scoping document for this Policy Lab is available at https://ekipengine.eu/wp-content/uploads/2024/11/EKIP_Policy-lab_Infra_Scoping-note-Final-version.pdf

[32] More information on this Policy Lab is available at https://ekipengine.eu/policies/spaces-infrastructures-and-ecosystems-for-ccis/

1.2 AGENDA OF THE POLICY LAB

Day 1 (March 30th, 2026) - Introductory session with a focus on spaces, infrastructures, and ecosystems supporting the CCIs today, and exploration of existing challenges and gaps

14:00-14:15	**Opening words** ***Introduction Session*** **Lennart Stoy,** Technopolis Group *Introduction to ekip - European Cultural and Creative Industries Innovation Policy Platform and purpose of the workshop*
14:15-14:30 *14:30–14:45* *14:45–15:00* *15:00–15:15* *15:15–15:30*	**Setting the scene** *Role of spaces, infrastructures, and ecosystems in CCIs* ***Presentation 1 – Center Rog Creative Hub: Ljubljana's ecosystem anchor for the creative sector*** **Center Rog** • **Renata Zamida,** Director General ***Presentation 2 – Academic institutions in cultural and creative innovation spaces*** **LiDD, Catholic University of Lille** • **Fatma Güneri,** Associate Professor ***Presentation 3 – Recognising the role of third spaces in advancing circularity in fashion and crafts*** **Make-a-thek** • **Barbara Gieslinger,** Senior Scientist at the Centre for Social Innovation (ZSI) • **Geraldine de Bastion,** Founder of Global Innovation Gathering ***Presentation 4– Scaling innovative practices – the role of innovation districts and public private partnerships*** **MIND (Milano Innovation District)** • **Alberto Mina,** Director of International and Institutional Relations at Principia s.p.a. Q&A
15:30-15:35	**Short break**
15:35-15:40	Short explanation of the methodological approach
15:40-16:15	**Breakout session: Identifying the challenges and opportunities regarding spaces, infrastructures, and ecosystems supporting CCIs**
16:15-16:25	**Recap and synthesis of discussions** *Plenary session, rapporteurs summarise challenges and opportunities*
16:25–16:30	**Next steps and introduction to session 2: developing policy recommendations**

Day 2 (April 2nd, 2026) - Policy session with a focus on developing recommendations on spaces, infrastructures, and ecosystems supporting CCIs

10:00-10:15	**Welcome** *Recap of previous session & introduction to the workshop*
10:15-10:55	**Formulating and prioritising policy recommendations round 1** *Structuring and prioritising impactful policy recommendations for EU-level policymakers to guide future action within open innovation ecosystems*
10:55-11:10	**Recap and synthesis of discussions** *Plenary session, rapporteurs summarise policy recommendations*
11:10-11:20	Coffee break
11:20-12:00	**Formulating and prioritising policy recommendations round 2** *Structuring and prioritising impactful policy recommendations for EU-level policymakers to guide future action within open innovation ecosystems*
12:00–12:15	**Recap and synthesis of discussions** *Plenary session, rapporteurs summarise policy recommendations*
12:15–12:30	**Conclusion and next steps**

1.3 AGENDA OF THE COMMUNITY REVIEW WORKSHOP (APRIL 20TH, 2026)

1. Welcome and introduction (11:00-11:15)

• Introduction and context

2. Summary of the Policy Lab discussions

• Review session (11:15-12:55)

• Presentation of the draft recommendations & open feedback

• Conclusion and next steps (12:55-13:00)

1.4 PARTICIPANT LISTS

Table 1: Participant list of the Policy Lab's first session on March 30th, 2026

	NAME	COUNTRY	ORGANISATION
1.	Ainslie Peters	Ireland	CREW
2.	Ivana Ihnatova	Slovakia	National Bank of Slovakia
3.	Paola Valandro	Italy	ART-ER
4.	Valentina Auricchio	Italy	Politecnico di Milano
5.	Francesco Noera	Italy	Politecnico di Milano

	NAME	COUNTRY	ORGANISATION
6.	Carlo Vuijlsteke	Belgium	IDEA Consult
7.	Diandra De Lima	France	FEDORA Platform
8.	Bardha Qirezi	Kosovo	EDUTASK SH.P.K.
9.	Ambra Borin	Italy	Politecnico di Milano
10.	Silvia D'Ambrosio	Italy	Politecnico di Milano
11.	Katja Lindqvist	Sweden	Lund University
12.	Flavia Curvelo Magdaniel	Netherlands	City of The Hague
13.	Sveva Ventre	United Kingdom	University of Naples Federico II
14.	Annette Stambolovski	Sweden	Lund University
15.	Antonio Carlos Ruiz Soria	Spain	Economia Creativa
16.	Lena Holmberg	Sweden	Lund University
17.	Anne-Sarah Chekaf	Belgium	Technopolis group
18.	Heleen Rouw	Netherlands	CLICKNL
19.	Barbara Kieslinger	Austria	Centre for Soziale Innovation
20.	Diana Fehr	Netherlands	MuseoSpace
21.	Aili Hakala	Finland	Kiosk-it
22.	Gokce Dervisoglu Okandan	Germany	Culture Unleashed
23.	Milica Bozanic	Serbia	Serbia Film Commission
24.	Ida Faldbakken	Norway	Lineage Foresight As
25.	Ellen Loots	Netherlands	Erasmus University Rotterdam, ESHCC

	NAME	COUNTRY	ORGANISATION
26.	Dr. Fatma Güneri	France	LiDD Ecole de Design, Université Catholique de Lille
27.	Jaan Ulst	Estonia	Goethe-Institut Tallinn
28.	Lulzim Hoti	Kosovo	7 arte
29.	Vanessa Santos	Ireland	TU Dublin
30.	Renata Zamida	Slovenia	Center Rog Creative Hub
31.	Carlotta Campanini	Italy	Venetian Cluster
32.	Bodil Malmstrôm	Sweden	Lund University
33.	Rasa Bocyte	Netherlands	Netherlands Institute for Sound & Vision
34.	Rania Alasghar	Belgium	Technopolis Group
35.	Ann Packard	United Kingdom	The royal society for arts, manufactures and commerces
36.	Nael Chekaf	Germany	Aen cultural coffee shop
37.	Birgitta Persson	Sweden	Lund University
38.	Raquel Botelho	France	Centre lillois d'études et de recherches sociologiques et économiques (Clersé)
39.	Alberto Mina	Italy	MIND
40.	Geraldine de Bastion	Germany	Global Innovation Gathering
41.	Gregory Markus	Netherlands	Netherlands Institute for Sound & Vision
42.	Marcin Poprawski	Finland	HUMAK university
43.	Luca Dapra	Italy	BASIS Vinschgau Venosta
44.	Hannes Götsch	Italy	BASIS Vinschgau Venosta
45.	Lennart Stoy	Germany	Technopolis Group
46.	Adriana Badau	Belgium	Technopolis Group

Table 2: Participant list of the Policy Lab's second session on April 2nd, 2026

	NAME	COUNTRY	ORGANISATION
1.	Niamh Costello	Ireland	CREW
2.	Ainslie Peters	Ireland	CREW
3.	Ivana Ihnatova	Slovakia	National Bank of Slovakia
4.	Paola Valandro	Italy	ART-ER
5.	Valentina Auricchio	Italy	Politecnico di Milano
6.	Carlo Vuijlsteke	Belgium	IDEA Consult
7.	Diandra De Lima	France	FEDORA Platform
8.	Bardha Qirezi	Kosovo	EDUTASK SH.P.K.
9.	Ambra Borin	Italy	Politecnico di Milano
10.	Silvia D'Ambrosio	Italy	Politecnico di Milano
11.	Katja Lindqvist	Sweden	Lund University
12.	Annette Stambolovski	Sweden	Lund University
13.	Lena Holmberg	Sweden	Lund University
14.	Anne-Sarah Chekaf	Belgium	Technopolis group
15.	Aili Hakala	Finland	Kiosk-it
16.	Gokce Dervisoglu Okandan	Germany	Culture Unleashed
17.	Polina Kondratenko	Russia	Self-employed
18.	Dr. Fatma Güneri	France	LiDD Ecole de Design, Université Catholique de Lille
19.	Jaan Ulst	Estonia	Goethe-Institut Tallinnt
20.	Bodil Malmstrôm	Sweden	Lund University
21.	Dagmar Vránová	Czechia	Ministry of Industry and Trade of the Czech Republic (RIS3 team)

	NAME	COUNTRY	ORGANISATION
22.	Rania Alasghar	Belgium	Technopolis Group
23.	Alberto Mina	Italy	MIND
24.	Geraldine de Bastion	Germany	Global Innovation Gathering
25.	Marcin Poprawski	Finland	HUMAK university
26.	Luca Dapra	Italy	BASIS Vinschgau Venosta
27.	Lennart Stoy	Germany	Technopolis Group
28.	Adriana Badau	Belgium	Technopolis Group

Table 3: Participant list of the Policy Lab's community review on April 20th, 2026

	NAME	COUNTRY	ORGANISATION
1.	Ambra Borin	Italy	Politecnico di Milano
2.	Silvia D'Ambrosio	Italy	Politecnico di Milano
3.	Valentina Auricchio	Italy	Politecnico di Milano
4.	Lena Holmberg	Sweden	Lund University
5.	Lennart Stoy	Germany	Technopolis Group
6.	Adriana Badau	Belgium	Technopolis Group
7.	Luca Dapra	Italy	BASIS Vinschgau Venosta
8.	Rania Alasghar	Belgium	Technopolis Group
9.	Anne-Sarah Chekaf	Belgium	Technopolis Group
10.	Dr. Fatma Güneri	France	LiDD Ecole de Design, Université Catholique de Lille
11.	Aili Hakala	Finland	Kiosk-it
12.	Hannes Götsch	Italy	BASIS Vinschgau Venosta

13.	Katja Lindqvist	Sweden	Lund University
14.	Heleen Rouw	Netherlands	CLICKNL
15.	Antonio Carlos Ruiz Soria	Spain	Economia Creativa
16.	Carlotta Campanini	Italy	Venetian Cluster

[12] LibrarIN Policy Brief, Collaborative Innovation and Best Practice Diffusion in European Libraries: Adapting for Local Impact, May 2025.