Report on CUR tools development:

Tools for assessment of floor space

CINEMA – DTP327	**Final version**
Deliverable D.T2.1.2	**12 / 2021**

ERDF PP3 HdM – Stuttgart Media University

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1. Process of CUR tools development

The development of Creative Urban Revitalisation Tools (CUR Tools) officially started in June 2021. In the run-up, Design Thinking (DT) workshops were held (April-May). The content taught in the DT workshops, in particular the use of important supporting tools, was incorporated into the development of CUR tools in all three thematic groups and contributes to the improved practicability of the respective CUR tools.

June 21	July 21	Aug. 21	Sept. 21	Oct. 21	Nov. 21
START	1st draft	2nd draft	Workshop f2f meeting	final draft	END
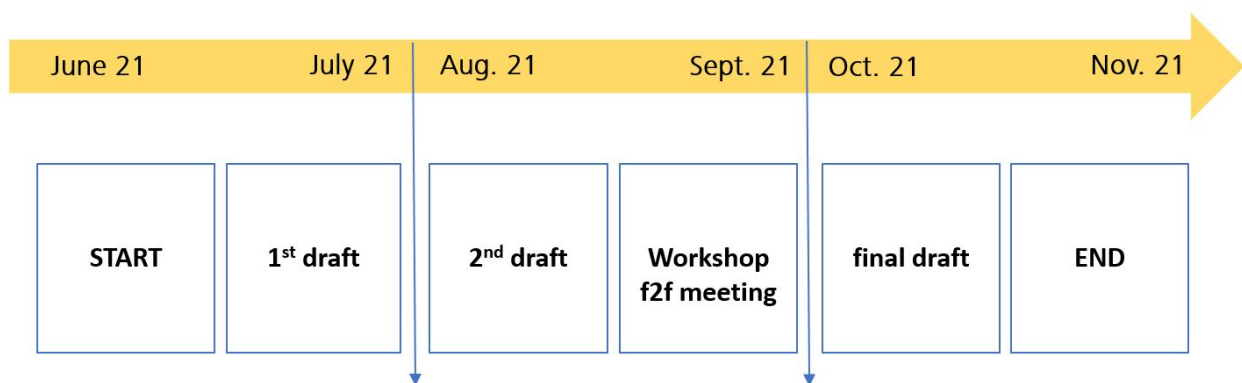
From June onwards, the partners of a thematic group worked on the joint development of their respective CUR tools per deliverable. For this purpose, brainstorming sessions were held in the group meetings and with the help of Miro, the collection, evaluation and overview of all CUR tools could be created. As coordinating partner, HdM presented the template for CUR tools in the first group meetings focussing on their development and took part in additional meetings as needed to support the development process in an advisory capacity.

To elaborate the CUR tools more precisely, the partners should gather information on the following points:

- Name of the tool

- Aim of the tool

- Tool description

- Expected results

- Key roles involved

- Timelines

- Link to other tools

- Good practices

- Recommendations for piloting

The 1st draft of all CUR tools was completed by all partners in July 2021. Having received individual feedback on the descriptions from HdM, revised versions (2nd draft) were submitted in August. Then, at the first f2f meeting in Ljubljana (21.-22.09.) the training on all developed CUR tools with the partners was carried out. Here, HdM also passed on final adjustment recommendations to the partners. On request, a few individual coaching sessions were conducted with partners in the period from October to November. Afterwards, the final versions of all CUR tools were submitted by the partners.

Within the thematic group "Concepts and tools for empty or under-utilised floor space" the PPs from Košice, Resita and Herrenberg developed for the deliverable D.T2.1.2 "Tools for assessment of floor space" three CUR tools, which are presented in more detail below.

2. Results

2.1. KOŠICE: CUR tool "Building a Space for Creative Learning Communities"

Project group	☒ Empty Floorspace
mark relevant group ☒	☐ Revitalisation of Retail and Small Businesses
	☐ Establishment of a CI Support Centre
Pilot location	Creative Center of the Košice Region, Slovakia
Editor	Zuzana Kupcová, Hana Skljarszka
Last changes	30.11.2021

1. Name of the tool	Building a Space for Creative Learning Communities
2. Aim of the tool	**Following goals will be addressed:** **SHORT DESCRIPTION** Spaces for the creative industry can be described and analysed through the theoretical approach **"Learning communities of Practice"** described by Étienne Wenger, expanded by adding an element of materiality (spaces, places and objects). The aim of the tool is to analyse and empower components of social learning and community building: **meaning, community, identity, practice and materiality.** The goal is to build a common meaning and identity amongst stakeholders by using and testing a mixture of formal and creative, and non-formal approaches. The results of the ethnographic and phenomenological research approaches are communicated through: A. **Representative biographies** - combining storytelling and rigorous qualitative data analysis B. **Maps of meaning** The tool analyses the needs of the users through an understanding of: social interaction and interaction with the physical space surrounding them how they are enabled to form professionally how they are enabled to develop their community how they can create meaning how can they have an influence on society and the region they are part of. **GOALS** Enable respondents to **fully express** their relationships and contextual connections with materiality, community, professional practice, identity and meaning.

to be used as **additional qualitative data analysis** and cross-check with older data gathered.
Create diverse and representative **biographies/profiles** of users and selected stakeholders - reflecting their needs in connection to micro-location and its influence in broader socio-spatial contexts.
to be used in **raising awareness**, communication and negotiation with public institutions and professionals.

Create a collective **visual representation - maps** of users and selected stakeholders needs; relationships between people/groups, spaces, materials, city and potentially the region.

Collect and implement **expert groups recommendations** - involve the practical reflection of stakeholders needs (maps, profiles) into the practical recommendations for the space management, sustainability etc.
to influence and support a sustainable model of operations for the creative centre etc.

Build formal as well as **non-formal multi-stakeholder partnerships** based on the development of "the learning community" connected by shared identity, meaning, practice and materiality.
to build a **common meaning and identity** amongst stakeholders by using and testing a mixture of formal and creative, and non-formal approaches and activities.

Create a methodology, tools and formal and non-formal activities, worksheets etc. - **shared and distributed** amongst various stakeholders in the region and beyond.

Challenges and opportunities addressed:

Data analysis & collection

CHALLENGES
to develop rigorous methodology in order to combine quantitative, qualitative data and already existing data with new ones
trying to analyse and understand the interdependence of the above-mentioned components, evaluate them

	clear documentation and visualisation of complex qualitative and quantitative data **OPPORTUNITIES** to develop and test comprehensive and unique research tool and get direct feedback from users and partners to cooperate interdisciplinary with creative professionals in the field of data visualisation and creative communication **Prototyping and non/formal activities** CHALLENGES non-formality and more "alternative approaches" to be communicated and transferred to more conventional stakeholders. engagement of the representatives from all relevant stakeholder groups **OPPORTUNITIES** Ownership of the project: the creative community will have an opportunity to influence the empty floorspace concept implementation Communication of the floorspace concept before its implementation to key stakeholders **Application of the results** CHALLENGES Application of the results by the space owners: transferability of the knowledge Creation of the comprehensive and visually attractive output **OPPORTUNITIES** Using storytelling approach: the results can be used for the future promotional materials
3. Tool description	**Main activities:** Framework, workshop and materials preparation definition of the relevant stakeholders development of methodology and evaluation metrics

	graphic design for tools, canvases etc.: adjustment of the templates to the local situation consideration/consultation of digital methods to gather and visualise data.
	Non - formal stakeholders meetings (optional) preparatory meetings with most relevant stakeholders as introduction to the process and prototyping of various types of events and activities, defining level of cooperation and co-responsibility.
	10x Focus groups/interactive workshops with selected stakeholders. Each focus group should have max. 8 people. Example: CCI businesses project managers artists/creatives public institutions educational institutions supporting organisations business sector audience & clients architects other actors (students, disadvantaged, minorities etc.)
	Data analysis and visualisation, evaluation: transcription of the focus groups textual analysis combination of the results with existing data
	2x Expert Group workshop: collecting recommendations on selected areas based on Focus groups definition of the "gaps" in the collected data
	Stakeholders feedback. Preparation of report, recommendations and visual materials in order to be presented to the wider public and project owners. online feedback round with all involved stakeholders communication strategy creation of the visually attractive materials
	Community event

	meeting of all involved stakeholders - mixed groups and networking presentation of the analysis, recommendations and floorspace concept. Recommended methods to be used: What other (smaller) methods, tools, canvases etc., can be used within this tool approach (see add-on)? Focus groups: Street Methodology - "The Go-Along" interview Kusenbach, M. (2003) Phenomenological interview Meaning and Space mapping Mapping Canvases Non - formal stakeholders meetings Expert walks Gamified activities Alternative discussion forms (e.g. hot seat, world cafe etc.) Expert Group workshops (Sustainable) Business Model Canvas Context Map Canvas Value Proposition Canvas Community event World Café Mapping Canvases Promotional activities Storytelling canvas
4. Expected results	**Direct effects** Defined roles of the stakeholders in connection with the pilot location Clear relationships between stakeholders

	Creation of the sustainable model of operation for the pilot location Strengthening the community building process Defined position of the pilot location on the local and regional level **Related side effects (if there are any)** Communication of the pilot project to the local stakeholders and networking between them
5. Key roles involved	**Responsible role for the tool usage (recommendation)** **Project management:** planning, communication with stakeholders, preparation of the events **Researcher(s):** preparation of the methodology, facilitation of the focus groups, data analysis, research report **Research assistants:** data preparation (mapping), transcription of the focus groups, assistance during the events **Graphic designer:** preparation of the visual materials in cooperation with the researcher: maps, templates **People or organisations that should be involved (incl. roles)** Stakeholders identified in the methodology Expert group: approx. 6 people involved in the project, local and international experts for the evaluation of the results

6. Timelines	**Duration of key activities and in total (estimation)** 2 months: Framework, workshop and materials preparation. Persons involved: project manager,

researcher / depends on the amount of existing data and materials

1 month: Non - formal stakeholders meetings: Persons involved: project manager, researcher / 1h per meeting

2 months: 10x Focus groups with selected stakeholders: Persons involved: project manager, researcher, research asistants / each focus group: 2h preparations, 2h realization

2 months: Data analysis and visualisation: Persons involved: project manager, researcher, research asistants / approx. 160h transcriptions, 80h analysis

1 month: 2x Expert Group workshop: Persons involved: project manager, researcher, external expert / 3h each workshop, 10h preparations

2 months: Preparation of data analysis, recommendations and visual materials to be presented to the wider public and project owners. Persons involved: project manager, researcher, graphic designer / depends on the amount of data

1 month: Community event. Persons involved: project manager, researcher, production assistants, graphic designer, technician / 3h event, 40h preparations

Total: 11 months

*Some activities can overlap and minimum for the process is 9 months

7. Link to other tools	**Integration in a leading tool concept and/or recommendations for combinations with other existing tools**

	This tool can be combined with other research or mapping tools (e.g. as preparation for larger quantitative research project). It can be used as preparatory tool for creation of design brief for architects when the aim of the future space is to create learning community of practice, e.g.: campuses, creative centers, vocational schools, creative hubs. The results can be used as a basis for creating strategies or action plans for complex projects.
8. Good practices	**References practical experiences with such a tool** CIKE - Cultural and Creative Spaces and Cities https://www.cike.sk/en/project/cultural-and-creative-spaces-and-cities/ Result of the project is New Cultural Plan for Košice: https://www.cike.sk/wp-content/uploads/2018/11/Kulturny-plan-155x245-digital-min.pdf?x50940&x50940 Used tools: https://www.spacesandcities-toolkit.com/tools/mapping-back-critical-cartographies-and-collective-mapping SPOLKA- NEVER NEVER SCHOOL https://spolka.cc/en/nevernever19 OrangoTango https://notanatlas.org/#atlas-maps CIKE - Co.Create https://www.cike.sk/en/project/co-create-eng/
9. Recommendations for piloting	**Recommendations for piloting the tool (if there are any)** Clear definition of the stakeholders for the pilot location Skilled facilitator for the focus groups Reflection of the previous activities, analytical documents, mappings, strategies Preparation of the on-line version (Miro board, Mural) Good voice recording device name cost categories/factors (if possible)

	Skilled researcher and facilitator
	Graphic designer
	Assistants
	Material costs (papers, markers, sticky notes, etc.)
	Refreshments
	Small gifts for participants
	Venues: focus groups and expert workshops - compact room for 10 people / community event - room for 50 people
	Technician and production assistant for community event
	Recorder

Add-on (optional):

Which trained DT tools could be used in this CUR tools

Mark relevant methods

DT tools (trainings)

☐ Empathy Map Canvas

☒ Value Proposition Canvas

☐ Team Charter Canvas

☐ Golden Circle

☒ Context Map Canvas

☐ Coverstory Canvas

☒ Storytelling Canvas

☐ Hero´s Journey Canvas

☒ (Sustainable) Business Model Canvas

☒ Interviews: users, stakeholders, etc.

☐ Assumption grid

☐ Persona

2.2. RESITA: CUR tool "Defining Governance Model"

Project group *mark relevant group* ⊠	⊠ Empty Floorspace ☐ Revitalisation of Retail and Small Businesses ☐ Establishment of a CI Support Centre
Pilot location	West Region Romania: West RDA and Resita
Editor	Cristian Gotia (West RDA) cristian.gotia@adrvest.ro
Last changes	25.11.2021

1. Name of the tool	**Defining Governance Model**
2. Aim of the tool	**Following goals will be addressed:** Support Resita pilot location in delivering the managing and governance model in the context of sustainability and coexistence of 3 businesses "divisions" of activities types: Basic service 1 education (university & schools, TVET, art) Basic service 2 competence centre makerspace & entrepreneur (local artists) Support services (networking, events, meets, kitchenlabs) **Challenges and opportunities addressed:** Managing consortium model & governance of support activities is the most challenging structural activity for Resita pilot location. Three separate activities targeting the same sector but with different tools are going to coexist in the same space owned by the public administration. The City Council is willing to offer the access to the location, to have just a supervisor role and to let the three services divisions to deliver activities that are growing and contributes to the overall sustainability of the business model. There is already an initiative group separate for each "division" that is going to implement and manage its own activity. These groups are representing the local community and willing to grow theyr businesses.

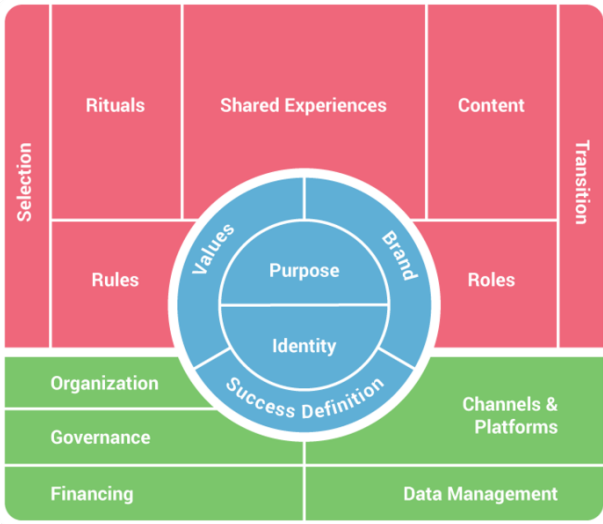|	
	The challenge is to create a common framework of business activities under a shared strategy that is: harmonizing and converging of support services creating business value as a whole - establishing procedures and decision making for the consortium.
3. Tool description	**Main activitities:**
	To manage the process a facilitating organisation will act as a support organisation for Resita pilot location and team-up with Resita team to implement the process.
	Preparation of the methodology work package – set up and define the methodology that will be used to achieve the desired outcome **Facilitation** process work package – implementation of the workshops along with one2one coaching sessions: Implementing one common workshop with the local stake-holders engaged in the three business divisions on the Team Charter Canvas One training session delivery on the Sustainable Business Model Canvas for the local stake-holders engaged in the three business divisions Three coaching meetings one2one with each business division to finalyse the Sustainable BMC for each case one common workshop with the local stake-holders engaged in the three business divisions on the Community Management Canvas **Conceptualisation** of the Governance and Management model for Hala Minda Resita Pilot Location work package Delivering one common Sustainable BMC for the whole Hala Minda Resita Pilot Location based on the common findings of the three separate BMC Delivering one document regarding the proposed Gvernance and Management model Achieving general agreement between the local administration and the stakeholders managing the three business divisions regarding the proposed Governance and Management model

Recommended methods to be used:

Team Charter Canvas is going to be used for ice braking and for the common acknowledgment that all the businesses "divisions" are in the same "boat" willing to serve the same type of CI clients and that they should all formulate together the: expectations, values, drivers and common obstacles

(Sustainable) Business Model Canvas is going to be used on one by one mentoring approach in order for each business division to be able do design its own way of offering value to the customers & community.

The facilitating organisation will sum up the main common elements and merge them in a common canvas that is going to be the basis of the management instruments and future development of the location.

Community Management Canvas - based on the previous canvases the third one will be created that will sum up all the information already gathered and will be the pillar on which the governance model will be created. More about this tool on: https://community-canvas.org/ .

4. Expected results	**Direct effects** The common ground of values and understanding of each role for convergent action of all three business divisions towards the regional CI community A document describing the Governance and Management model in terms of general strategy of the Hala Minda Pilot Location, decision making, roles, internal procedures and success monitoring **Related side effects (if there are any)** creating more transparency regarding the Resita Pilot location, in terms of services provided, roles, and activities; the basis of a future recruiting campaign within the CI entrepreneurs and the generating future developing initiatives once the whole system is put in place
5. Key roles involved	**Responsible role for the tool usage (recommendation)** The facilitating organisation takes the full reponsibility of the methodology preparation of the meetings with the local stakeholders for each business division. In terms of roles it will: **facilitate** the worskshop related to Team Charter Canvas and gather all information and organize it in a final form;

	train on the (Sustainable) Business Model Canvas on how to use it and how to complete it and provide additional **coaching** one2one assistance;
	summarize the information gathered into a generic Sustainable BMC, share it with the Resita partner and the stake-holder group to finalize it and to provide the common ground for action;
	facilitate the worskshop related to the Community Management Canvas in order to set up the identity, experience and structure of the new created CI community in Hala Minda.
	based on the information gathered, elaborate the Governance and Management model in terms of a document describing the general strategy of the Hala Minda Pilot Location, decision making, roles, internal procedures and success monitoring.
	People or organisations that should be involved (incl. roles)
	The piloting partner & their organizations involved in managing the three business divisions for the pilot location.
	Piloting partner will provide support during the implementation regarding the feedback on methodology, logistics, outcomes of the process and on the final Governance and Management model elaborated.

6. Timlines	**Duration of key activities and in total (estimation)**
	Possible timeline:
	Preparation of the methodology work package 1 month;
	Facilitation process work package – implementation of the three workshops along with thre one2one coaching sessions – 3 months;
	Finalising Conceptualisation of the Governance and Management model for Hala Minda Resita Pilot Location work package including one final negociation workshop and roles description – final documents delivery 2 months.

7. Link to other tools	**Integration in a leading tool concept and/or recommendations for combinations with other existing tools**
	The process interacts and can include additional input from the use of other tools like:
	Context map cavas – to position the governance model and the identity of the CI support infrastructure in the regional/cross-border context;
	Empathy map canvas – to have an idea about the expectations and needs of new tenants that are joining the CI support infrastructure;
	Coverstory canvas – to help all stake-holders of the CI support infrastructure to have a common vision and identity they are pursuing.
8. Good practices	**References practical experiences with such a tool**
	There is an good practice instrument that exists at international level named Community canvas (https://community-canvas.org/#about) that provides a visual framework that will help users to build and run a new community, or analyze and improve an existing community. It consists in three community sections organised in a visual manner: Identity, Experience and Structure. The Structure part covers the operational part that the tool is willing to approach: Organization (Who runs the community?) Governance (How are decisions made in the community?) Financing (What is the community's plan to be financially sustainable?) Channels & Platforms (What channels does the community use to communicate and gather?)
	Data Management (How does the community manage the data of its members?)
9. Recommendations for piloting	**Recommendations for piloting the tool (if there are any)**
	There are several factors that need to be take into account when piloting the process:

	Empowering the stakeholders to understand the canvases and their role in the process
	Set realistic expectations for stake-holders regarding the output of the process
	Present in a transparent manner the roles of each one and the stakes that are in the middle like: decision making, sustainability, indicators that need to be achieved etc.
	Possible costs that may occur are related to external expertise: external facilitator, work-shops logistics, juridical expertise etc.

Add-on (optional):

Which trained DT tools could be used in this CUR tools

Mark relevant methods ☒

DT tools (trainings)

☐ Empathy Map Canvas

☐ Value Proposition Canvas

☒ Team Charter Canvas

☐ Golden Circle

☐ Context Map Canvas

☐ Coverstory Canvas

☐ Storytelling Canvas

☐ Hero´s Journey Canvas

☒ (Sustainable) Business Model Canvas

☐ Interviews: users, stakeholders, etc.

☐ Assumption grid

☐ Persona

2.3. HERRENBERG: CUR tool "Homeowners & Landlords Consultation Package"

Project group	☒ Empty Floorspace
mark relevant group ☒	☐ Revitalisation of Retail and Small Businesses
	☐ Establishment of a CI Support Centre
Pilot location	Herrenberg, Germany
Editor	Viktoria Heinzel/ HdM, Margit Wolf/ WRS
Last changes	30.11.2021

1. Name of the tool	Homeowners & Landlords Consultation Package
2. Aim of the tool	**Following goals will be addressed:**
	key objectives:
	improved clarification of homeowners & landlords about the potential of CI and innovative floorspace concepts targeted consulting to homeowners & landlords on the use of their premises through floorspace concepts to promote CI and its benefits in doing so simplified convincing of homeowners & land-lords to invest in cooperations with CI and entrepreneurs
	short description:
	Many town centres, especially in suburban and rural regions, consist in large parts of historic buildings that are worthy of protection. The development of new creative floorspace concepts encounters corresponding difficulties, which many house and property owners shy away from. With a view to further densification of the business stock and, if necessary, the creation of suitable creative space for younger age groups, it would certainly be interesting to put together special consulting packages for homeowners and landlords willing to invest, such as:

The assessment of floorspace concepts e.g. in form of a SWOT-analysis: This highly depends on the respective form and purpose of the space and the surroundings, it is therefore hard to generalize. A SWOT analysis would have to be implemented by an expert for different floorspace concepts taking into account their economic quantifiability

basic understanding for CI potentials: a generic description of the CI in general as well as on how they work on a regional/local level, local key players, already existing initiatives to visualize and clarify the relevance of the CI

all subjects like an initial architectural consultations, real estate potential analysis, financing consultations, tax appraisals, etc. would need to be determined by experts in these fields who need to get in exchange with the local homeowners/ landlords of empty floorspace .

Challenges and opportunities addressed:

Challenges:
address individual interests and expectations of homeowners/ landlords.
duration of consultation/ persuasion is difficult to estimate, as is tolerance for somewhat more demanding formats with potentially more space adjustments
establishment & application of a convincing business/ revenue model of floorspace concept
involvement of experts in the above mentioned fields with a basic understanding of the Creative Industries and/or different floorspace concepts.

Opportunities:
address and solve an important hurdle to the implementation of new floorspace concepts for CI in vacant spaces
visualize the concrete potential of promotion and/or cooperation with CI

	ideal preparation and promotion action for further activities raising awareness among citizens (=property owners) on the relevance of the creative industries
3. Tool description	**Main activitities:** **step 1 - preparations:** (a) Brainstorming session with stakeholders on the competences and the potentials of cooperation with (local) CI, as well as (b) joint compilation of relevant and promising floorspace concepts for implementation in the pilot project **step 2 – elaboration of „consultation packages":** (a) preparation of a checklist and/or presentation to list and visualise the potentials of (cooperation with) CI, (b) conducting a SWOT analysis taking into account their economic quantifiability to evaluate the selected "floorspace concepts" to promote local CI, fosussing on their respective strengths and weaknesses (internal perspective) as well as the opportunities and threats (external perspective), short interviews/ discussions with local homeowners/ landlords is aspired here **step 3 – application:** use of developed "consultation packages" as part of the preparations for a pilot project in the field, conducting consultation sessions with different interested local homeowners/ landlords of empty floorspaces, documentation of important information on low-threshold application while implementing a chosen floorspace concept, if necessary subsequent adaptation after an initial (temporary) pilot test **Recommended methods to be used:** What other (smaller) methods, tools, canvases etc. can be used within this tool approach (see add-on)?

	Context Map Canvas: To promote and establish a deeper understanding of the context of the planned pilot project the "Context Map" can help providing a closer look on several current trends as well as the pilot project environment. Also, important drivers outside the pilot project can be identified that (could) shape the direction of the project now and in the future. **Sustainable Business Model Canvas (SBMC):** The SBMC supports the development of an idea into a viable business model and follows a holistic approach regarding the relationships within and outside the business. Besides economic criteria it focusses on ecological and social consequences of the activity. Therefore, sustainability is integrated into the core business. The visualization on the canvas may fosters coherence of the concept and promote clarification for homeowners/ landlords. It may also support the consultation process by showing important revenue streams as well as cost structure.
4. Expected results	**Direct effects** selection of spaces to implement creative floorspace concepts to promote CI creation of suitable working, living and event space for CI, as well as all interested parties e.g. from cultural instituatons, retail, gastronomy and the citizens awareness raising for local heroes especially from CI **Related side effects (if there are any)** communication and promotion of the CINEMA project and it's objectives and values awareness raising for possible funding partners awareness raising for further interested user, supporters and cooperation partners of the project

5. Key roles involved	Responsible role for the tool usage (recommendation)
	People or organisations that should be involved (incl. roles)
	piloting partners & their organizations
	1-2 project managers (coordinator & communicator) of UR tool development
	relevant stakeholders (city, industry, education) as idea providers and supporter of development
	local homeowners & landlords as interview partners (step 2: short interviews/ discussions) as well as floorspace providers
	city government as general partner and experts in local laws
	external expert with deep knowledge on the CI as well as different creative floorspace concepts

6. Timelines	**Duration of key activities and in total (estimation)**
	The development of the UR method (steps 1-3) should take 2-3 months. The duration of the application of the UR tool is difficult to estimate and can vary depending on how successful the persuasion/ consulting work is.
7. Link to other tools	**Integration in a leading tool concept and/or recommendations for combinations with other existing tools**
	This tool can be combined with the CUR tool "Storytelling Approach" in Urban Revitalization projects:
	Representatives of the cultural and creative industries are essential for the revitalisation of city centres, but municipalities often lack instruments to promote the potentials and competencies of their local creatives as well as the opportunities that result through the

	collaboration with regional/ local creatives. The use of the storytelling approach in urban revitalization projects is intended to counteract this problem. The methodology helps to draw attention to the potentials and possibilities of the future creative location as well as their talented users from the CI by impressively telling and visualizing a story.
8. Good practices	**References practical experiences with such a tool (optional)** **ImmoUp Ried (Austria)** city centre/ real estate development competition: <u>ImmoUp Ried - Standortservice - Kontakt & Service - Ried im Innkreis - Treffpunkt Innviertel</u> ImmoUp Ried is the first project of its kind to revitalise vacant buildings in Ried's city centre. Because only a lively city centre ensures sustainable revitalisation, strong economic power and value retention of real estate. The goal of the multi-stage project, which will last for about 10 months, is to revitalise properties that are currently vacant and to put them to new uses. ImmoUp is initiated and implemented by ARGE Stadtmarketing Ried in close coordination with the municipal building department and co-financed by LEADER funds.
9. Recommendations for piloting	**Recommendations for piloting the tool (if there are any)** important notes & remarks that should be taken into account when using the tool (e.g. early integration of stakeholders, clear role definition, conducting kick-off workshop), name cost categories/factors (if possible) search for & early collaboration with experts in the field of economic viability potential analysis of real estate

	early exchange with implementors of comparable revitalisation projects
	conducting a first short pilot project of developed creative floorspace concept to be able to better collect relevant data on actual space utilisation, visitor frequency, combinability of different space uses (e.g. retail + new work), generated revenues, etc.

Add-on (optional):

Which trained DT tools could be used in this CUR tools

Mark relevant methods ☒

DT tools (trainings)

☐ Empathy Map Canvas

☐ Value Proposition Canvas

☐ Team Charter Canvas

☐ Golden Circle

☒ Context Map Canvas

☐ Coverstory Canvas

☐ Storytelling Canvas

☐ Hero´s Journey Canvas

☒ (Sustainable) Business Model Canvas

☐ Interviews: users, stakeholders, etc.

☐ Assumption grid

☐ Persona

3. Implementation of CUR tools

Altogether there are 8 piloting locations (Herrenberg/ DE, Leonding/AT, Košice/ SK, Kamnik/ SI, Resita/ RO, Gabrovo/ BG, Sombor/ RS, Balti/ MD) within the CINEMA project and 9 piloting actions, as Resita implements two piloting actions. The CUR tools developed in each thematic group will be implemented in parallel and are intended to support and facilitate the respective pilot activities. All piloting activities has started in October 2021 (incl. some preparatory activities) and will last approximately one year until October 2022. In order to evaluate the implementation of the pilot activities and the associated CUR tools, quantitative and qualitative investigations will be conducted in parallel and final feedback will be obtained from piloting partners.