

Complete Facilitator's Version

Workshop: Real Estate, Municipalities & the Music Industry

Overall Purpose

- Build shared understanding across sectors
- Surface tensions and alignments
- Identify concrete, actionable opportunity areas
- Strengthen relationships between actors

1. Welcome & Background (5 min)

Facilitator focus:

- Frame the urgency: urban growth, rising rents, disappearing cultural spaces.
- Emphasize interdependence: developers shape cities, municipalities regulate, music communities activate.
- State the goal: Move beyond problem description toward opportunity and action.

Key transition:

“We’re here to explore how square meters become cultural value — or don’t.”

2. Introduction Round – Why Are You Here? (10 min)

Prompt participants to share:

- Name and organization
- Their role in relation to space/city/music
- Why this topic matters to them
- What they hope to contribute or gain

Facilitator task:

- Keep responses short (30–45 sec each).
- Listen for patterns: motivations, tensions, shared ambitions.

Purpose:

Build trust and make perspectives visible early.

3. Approach & Structure (5 min)

Clarify:

- We will move from insight → reflection → opportunity → action.
- The workshop values curiosity over positioning.
- The aim is practical outcomes, not just discussion.

4. Key Insights (15 min)

Present:

- Relevant research, cases, or data.
- Examples of temporary use, mixed developments, cultural infrastructure models.
- Structural tensions:
 - Temporary vs. permanent
 - Profit vs. cultural value
 - Risk allocation
 - Time horizons

Facilitator tip:

End with 2–3 open questions that invite engagement.

5. Stakeholders & Communities (15 min)

Mapping Exercise

Ask participants:

- Who shapes access to space?
- Who activates space?
- Who benefits?
- Who carries risk?

Map visibly (board or canvas).

Discuss:

- Where interests overlap.
- Where misunderstandings arise.
- What typically blocks collaboration.

Transition:

“Now that we see the landscape, let’s enrich it with your insights.”

6. Workshop: Reflect & Enrich (15–20 min)

Purpose

Deepen collective understanding before moving into solution mode.

Part 1 – Individual Reflection (10 min)

Participants walk around the canvases.

They use three colors:

Blue = Zoom

- Which areas deserve closer examination?
- Why?
- Place where relevant.

Red = Interventions

- What action can start today?
- Concrete, practical steps.
- Place where relevant.

Yellow = Potential

- Where do you see improvement opportunities?
- Write clearly and specifically.

Encourage:

- Two notes of each color per person.

Facilitator role:

- Keep energy up.
- Encourage specificity (avoid vague wording).
- Observe emerging clusters.

Part 2 – Group Reflection (10 min)

Ask:

- What patterns do you see?
- Where is there energy?
- Where are tensions?
- What surprises you?

Cluster notes if helpful.

Bridge statement:

“Let’s now move from reflection into concrete opportunity areas.”

7. Work on Opportunity Areas (40 min)

Step 1: Form Groups

Either:

- Assign themes, or
- Let participants gravitate toward areas with most energy.

Examples:

- Temporary use models
- Long-term infrastructure
- Regulatory tools
- Incentives and financing
- Cross-sector collaboration

Step 2: Group Task (25–30 min)

Each group defines:

1. The core challenge

2. The stakeholders involved
3. 2–3 concrete actions
4. What can start tomorrow?
5. What requires structural change?

Encourage:

- Specificity
- Feasible steps
- Clear ownership

Step 3: Plenary Sharing (10–15 min)

Each group presents:

- Opportunity area
- Proposed actions
- Immediate next step

Facilitator synthesizes overlaps and highlights promising directions.

8. Wrap-Up (5 min)

Ask:

- One key insight from the room?
- What feels most actionable?
- Who wants to stay involved?

Clarify:

- How outcomes will be documented.
- What the next touchpoint might be.

9. Networking / Hang Out

Encourage:

- Cross-sector conversations.
- Exchange of contacts.
- Informal continuation of discussions.