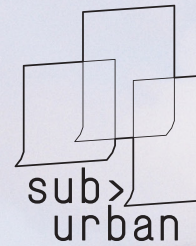


## More Info

This is a special edition. It brings the essence of 2,5 years of hard work and new insights.

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SPRING 2018



**OSLO**  
NORWAY

# STRATEGY FOR THE TRANSFORMATION OF THE FRINGE IN HOVINBYEN



Oslo kommune  
Plan- og bygningsetaten

English summary of the Integrated Action Plan  
in the framework of the URBACT network sub>urban, Reinventing the fringe .

# Strategy of Oslo for the transformation of the fringe in Hovinbyen

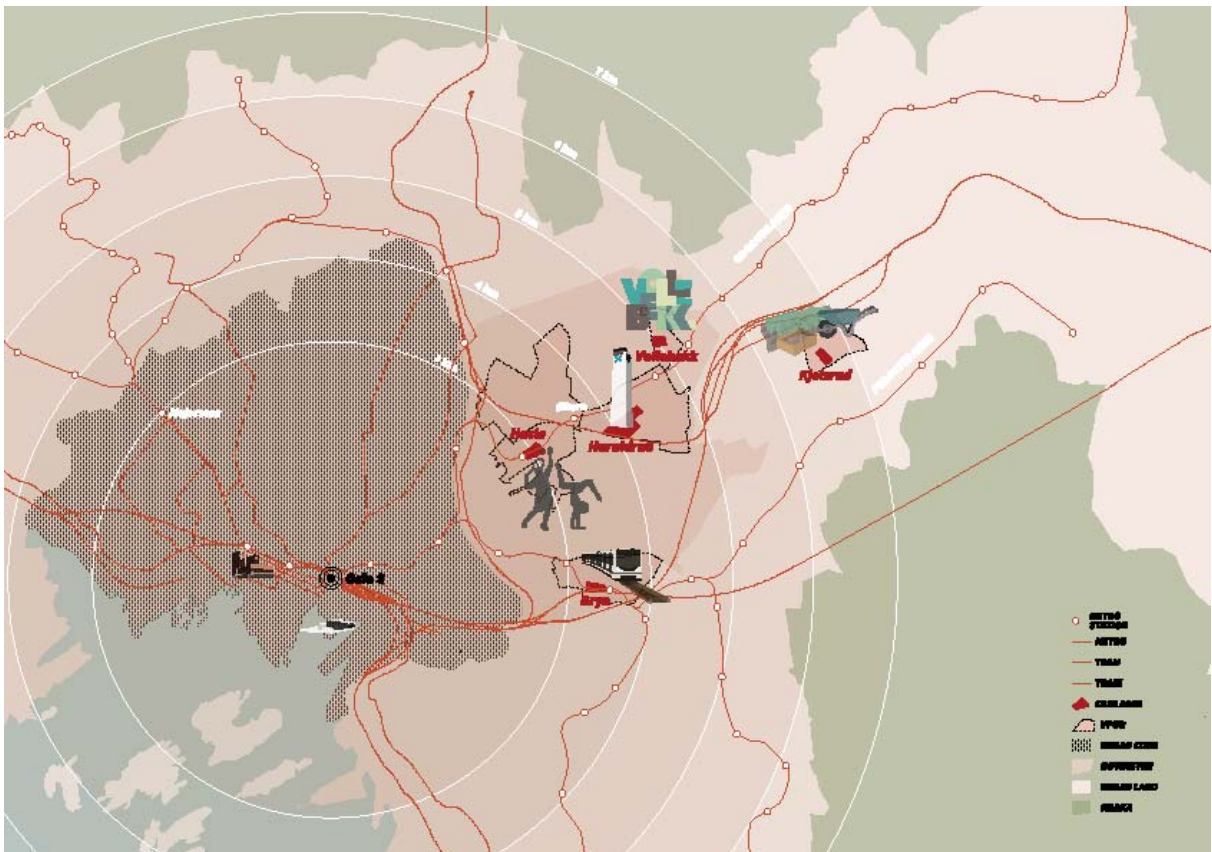
English summary of the Integrated Action Plan  
in the framework of the URBACT network *sub>urban.Reinventing the fringe*

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Hovinbyen today (photo: Jonas Aarre Sommerset)



Simplified map of Oslo, highlighting the case areas Bryn, Hasle, Haraldrud, Vollebekk and Kjelsrud (ill. Haakon Haanes)

# 1. INTRODUCTION TO HOVINBYEN

## WHAT IS HOVINBYEN?

The concept of Hovinbyen (Hovin city) first appeared in connection with the work on the 2015 Municipal Master Plan for Oslo and is used to describe the urban fringe between the inner city and the largest post-war satellite town in Norway, Groruddalen.

Oslo is one of the fastest growing cities in Europe, and Hovinbyen is proposed as a key development area in response to Oslo's anticipated growth. Oslo has limited expansion opportunities, both due to its topography and the protected forests around the city, and the natural direction to grow is towards Hovinbyen.

Hovinbyen is similar to other European post-war fringes. The proximity to the central road systems, and the relatively low property prices has given rise to a patchwork of low-density, car-dependent industrial and commercial functions, like warehouses, freight companies and mega-stores, with residential neighbourhoods sprinkled in between, fragmented by heavy infrastructure. The vast distances, large structures and physical and mental barriers contribute to peoples' perception of Hovinbyen as a part of the outer city, far away from the vibrant urban city centre.

However, this mental distance does not correlate with the actual distance. Central districts of Hovinbyen are located as near to the central station as many other attractive inner-city areas, like Majorstua in the west. Hovinbyen has a relatively good connectivity to the city centre with public transport, and is served by two subway lines. The area is also home to scattered residential neighbourhoods of high quality, and urban nature with potential for being great recreational spaces for a large population. All in all there is a huge potential for intensifying the use of Hovinbyen, to develop the area incrementally from an underutilized mono-functional barrier between the city and the suburbs, into a dense, multi-functional part of the urban tissue; A bridge between the inner city and Groruddalen.

To encourage development in Hovinbyen there is a need to improve both the physical and mental connectivity to the city centre, and remove the barriers between the existing communities. Oslo wants to reinvent the fringe – not by getting rid of everything that is there today, but by increasing connectivity and adding a diversity of functions to intensify the use of the area. An example of this is the transformation of roads into streets, changing barriers into public spaces that stitch the urban fabric together.

“The Strategic Plan for Hovinbyen” was presented for the City Council in 2016. The ambition is to transform Hovinbyen into a place for 100,000 new residents and just as many jobs, no longer just somewhere in the nowhere between the city and the suburbs, but a continuation of the inner city; a place for people to settle down and create living, diverse and urban communities.

## REINVENTING THE FRINGE IN HOVINBYEN

One of the key points in the strategic plan for Hovinbyen is that the municipal administration needs to take a more active and collaborative role, and utilize a broader range of instruments than today. To achieve this, the municipal agencies need to take the role as a driving force of the transformation process, use more resources on collaboration both with private stakeholders and between the municipal agencies, and see municipal interest and investments as an opportunity to facilitate and create innovative pilot projects that can provide role models for private developers. To work towards more social inclusion and a more democratic city, it is also important to make sure that the development takes place on several fronts, and that the public is involved and participates in the development. As a primer for permanent transformation, temporary projects can contribute to promoting urban development and create involvement by the public. Participating in the URBACT network sub>urban “Reinventing the fringe” is the first test to how Oslo can learn to stimulate innovative projects and experiments with new methods of collaboration in Hovinbyen.

Hovinbyen is a vast area with huge ambitions. Oslo sees the need to work towards transformation in different ways, both large and small scale. There is also a need to communicate and work together with different stakeholders in new ways. The five case areas of Bryn, Hasle, Haraldrud, Vollebekk and Kjelsrud are small-scale pilots for the development of Hovinbyen as a whole, and a way of testing out the strategies for the area. The goal is that Oslo’s participation in “Reinventing the fringe” will result in pilot projects that can function as role models that will inspire the transformation of other areas in Hovinbyen, both when it comes to new ways of collaborating, innovative transformation for mixed and intensified use, and the process of urban grooming and “place-making” through temporary and permanent projects.



ABOVE: Einar from »Tårnet AS» presents »the cable tower project» at Haraldrud for the URBACT group at the international workshop in February 2017 (photo: Jonas Aarre Sommerset)

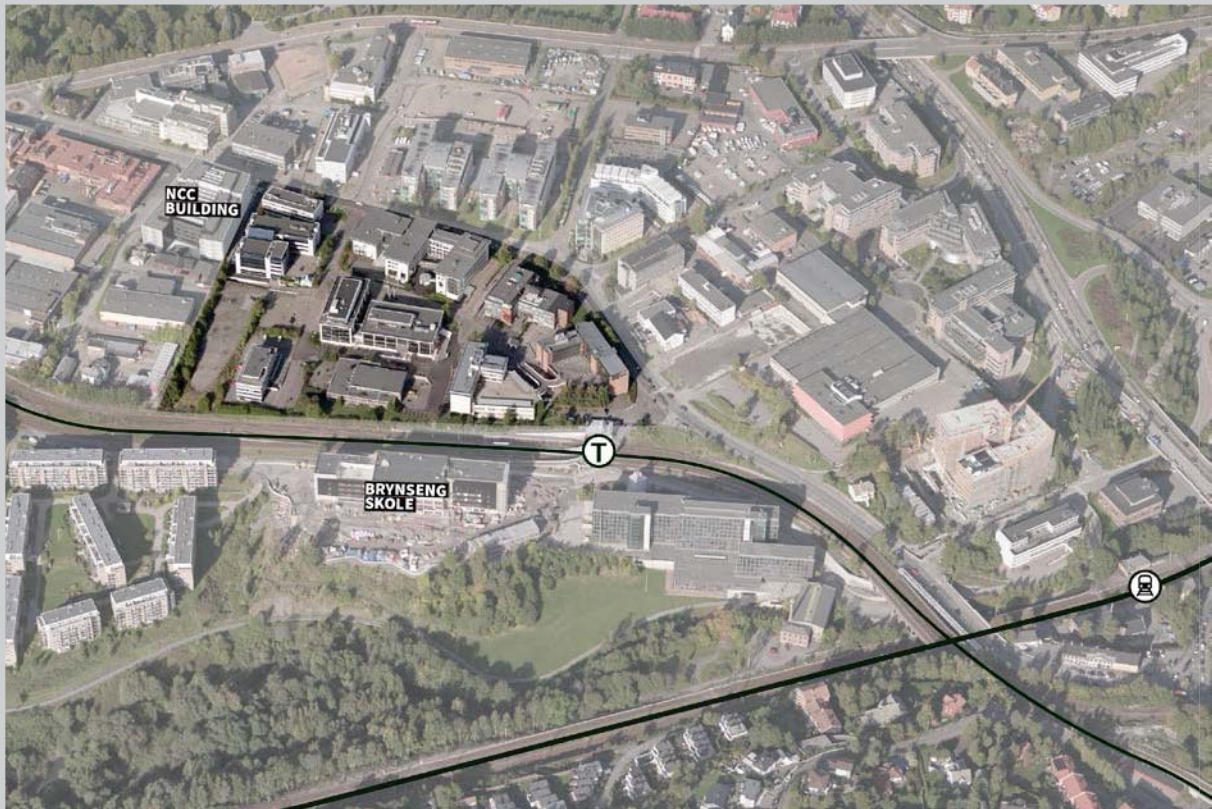
## 2. THE CASE AREAS

### 2.1 CASE BRYN

Size:	4,5 ha
Nr. of current inhabitants:	0
Proximity (distance to Oslo S):	3,3 km

#### Location

Bryn is one of the development areas in Hovinbyen that has the best connectivity when it comes to public transport. Located at the intersection between the subway, buses and trains, the case area is designated as a regional transport hub in the municipal master plan. The case area is only three and a half kilometres from the central railway station Oslo S, but the mental distance is much longer. Bryn is also close to recreational areas, like the Alna river nature park.



#### Function, physical conditions and connection

- Bryn is a mono-functional business cluster today. The area is underutilized, consisting mostly of 2-5 story office buildings and widespread areas for parking and car related infrastructure. There are no permanent residents in the area.
- A new school, Brynseng skole, is built next to the case area.
- The case area is well connected to several modes of public transportation (subway, buses and trains), and is designated a regional transport hub in the municipal master plan. The case area includes Brynseng subway station.

#### Land owner groups

- Several private companies own land in the case area (Investire, Bryn eiendom, Brynseng eiendom, Sigurd Stave Maskin AS, SAJA eiendom)
- The public land is owned by Oslo municipality through the Agency for Real Estate and Urban Renewal (EBY) and Sporveien (the municipally owned public transport operator in Oslo)

## Main local stakeholders

- The Agency for Real Estate and Urban Renewal (EBY) as landowners are responsible for managing and developing the properties of Oslo municipality in line with current policies.
- Sporveien is interested in intensifying the use of their property, and transforming Bryn into an efficient regional transport hub.
- The private landowners are interested in intensifying the use of their property, and creating a more urban, liveable environment at Bryn.

## Challenges & Potentials

The main goal at Bryn is to explore ways to facilitate collaboration between different landowners, and find incentives for a comprehensive transformation of the area into a busy, dense and mixed regional centre.

The Agency for Planning and Building Services (PBE) created a VPOR (a guideline for public spaces) for Bryn in 2014, which provides guidelines for the development of the area in terms of public spaces.

The main challenge has been to clarify predictable conditions for a coherent development of the area in terms of:

- Maximum density and building height limits.
- The signification of the designation as a regional transport hub in terms of minimum outdoor area for potential housing projects
- Clarifying the role of the proposed public space of Brynsallmenningen when it comes to ventilating polluted air out of the area.
- Making sure that the bridge over the subway line is a prerequisite for developing the area (Sporveien)
- Identify where changes from the VPOR are needed or wanted.
- Dividing the area into sub-areas for development, and establishing guidelines for an incremental development of the area and the public spaces demanded by the VPOR.

The potential for the development of the area is high. In the municipal master plan for Oslo, Bryn is designated as a regional transport hub, which entails a permitted utilization of 125% of the total area, which in turn could mean a utilization of certain building plots of between 200%-400% gross internal area (%GIA), depending on the location and proposed use of the plot.

The area's strategic location 3 km from the city centre, its connection to public transport and proximity to recreational spaces such as the Alna river nature park, suggests that Bryn could be an attractive urban area, with a mix of businesses, housing and other urban functions.

Administratively Bryn is at the intersection of three city districts, Gamle Oslo, Alna and Østernsjø. This gives the opportunity for collaboration and colocation of public buildings (like libraries) and administrative services.

## Particularity

A pilot exploring new ways of *facilitating collaboration between private landowners* to transform Bryn, a gateway for public transport into Oslo that has been singled out for development for over 10 years, from a mono-functional business cluster, into a dense, vibrant and attractive part of the urban tissue.

## 2.2 CASE HASLE

Size:	4 ha
Nr. of current inhabitants:	0
Proximity (distance to Oslo S):	3 km

### Location

Hasle is centrally located between the city centre, Tøyen, Økern and several development areas in Hovinbyen (Løren, Ensjø and Ulven). The case area, which goes under the name “the tennis site”, has a central and strategic location at Hasle, between Hasle subway station to the west and Valle Hovin sports complex to the south.



### Function, physical conditions and connection

- The case area is home to an 11 court tennis complex (Oslo tennisarena) and a gymnastics complex (Oslo turnforening).
- The site is enclosed on three sides by barriers formed by the subway line to the northwest, the bridge along Dronning Margrethes vei to the northeast, and the Valle Hovin plateau to the south.
- The recently opened stream Hovinbekken is running alongside the north side of the site
- There is also a sedimentation pond at the north-western part of the site called Teglvirksomdammen.
- A kindergarten, and a large new school, Teglvirket skole, is built just southwest of the site.
- The site is underutilized today. Large surfaces are taken up by parking and other car related infrastructure. The area is not easy to navigate for pedestrians.
- The site is well connected when it comes to public transport, with Hasle subway station close by, several bus stops and a station for lendable city bikes.

### Land owner group

The site is public land owned by Oslo municipality through the Agency for Real Estate and Urban Renewal (EBY). Oslo tennisarena (Oslo Tennis Arena) and Oslo turnforening (Oslo Gymnastics



Organization) leases large parts of the site from the municipality, with a contract that extends to 2054.

### **Main local stakeholders**

- The Agency for Real Estate and Urban Renewal (EBY) as landowner is responsible for managing and developing the properties of Oslo municipality in line with current policies
- Oslo tennisarena operates a large tennis court complex on the site
- Oslo turnforening operates a large gymnastics complex on the site
- District Grünerløkka is responsible for communicating the local community's needs and wants
- The Agency for Urban Development (BYM) is responsible for managing the city's public spaces and infrastructure

### **Challenges & Potential**

The potential lies in discovering innovative solutions and synergies by proposing the mixing of existing functions relating to sports and gymnastics at the site with new programs. As a publicly owned site, the potential is also that the municipality can create a pilot that inspires and encourages private developers to follow suit. In addition to this the work with the case area may uncover ways of thinking about the site that may improve the area in regards to accessibility and following up the strategic plan for Hovinbyen.

The most important challenges are related to:

- The complexity and innovation of the proposed program at the site, combining a dense urban environment with sports and gymnastic facilities already present in the area. It is quite challenging to propose a design answer to this.
- Ensuring that the different perspectives of the varied users groups are taken care of.
- Keeping the sports related functions operational during the transformation.
- Financial challenges. How much housing must be built on the site to finance the sports related functions, and will this affect the quality of the urban environment negatively.
- Practical solutions with regards to technical demands and economical restraints.

### **Particularity**

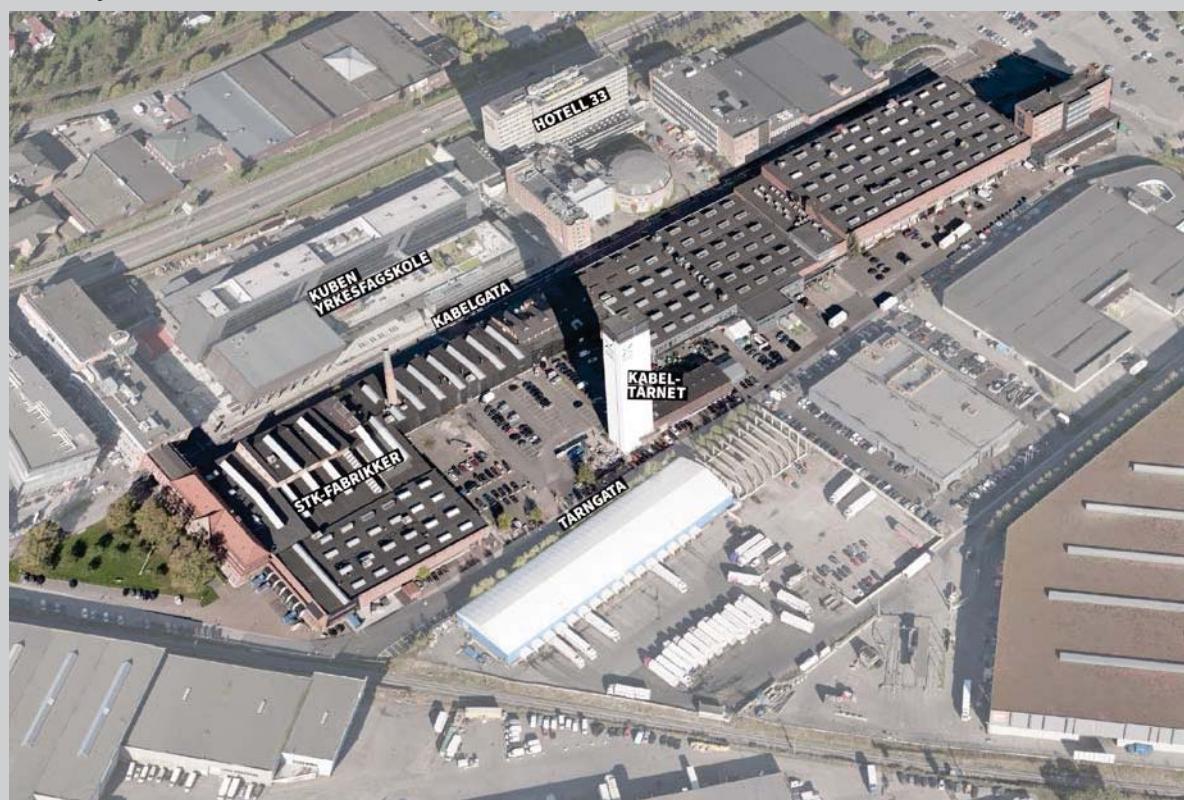
A municipal *pilot of mixed use*, studying synergies and innovative solutions uncovered by integrating existing functions relating to gymnastics and sports with new programs.

## 2.3 CASE HARALDRUD

Size (ha):	9,5 ha
Nr. of current inhabitants:	0
Proximity (distance to Oslo S):	4 km

### Location

Case Haraldrud has the address Kabelgata 19, and is wedged between the streets Kabelgata and Tårngata at Haraldrud, just next to Økern, the main centre of the transformational area of Hovinbyen.



### Function, physical conditions and connection

- The area is going through a big transformation process from industry and storage to housing, businesses and cultural functions. The landowners want to transform the case area into the cultural centre of Hovinbyen. The area has several listed buildings, as it is part of a relatively complete early 1900s industrial building environment. *Standard telefon og kabelfabrikk (STK)* was a factory known for producing cables and other telephone related equipment, and one of Oslo's biggest industrial workplaces in the first part of the 1900s. The highly visible cable tower, centrally located in the case area, is not part of the listed building environment, as it was built in 1962, and changed as recently as in 1978. The tower has been vacant since the factory was closed down over 30 years ago.
- Offices, industry and commercial functions dominate the case area today. There is a new, big vocational school Kuben yrkesarena in Kabelgata. The municipal recycling and incineration complex is east of the area. There is also a hotel, Hotel 33, on the north side of Kabelgata.
- In the guidelines for public spaces (VPOR) for Haraldrud, the main street Kabelgata is proposed as an important public space for the case area, and for Hovinbyen as a whole. Eventually an urban park will be established in connection to the cable tower. For now the spaces in and around the cable tower will be activated as a temporary public space. The transformation is expected to utilize the area in a more efficient way, both when it comes to public spaces and buildings. It will also introduce housing to the mono-functional area.
- Haraldrud is under a 10 minute walk from the new centre of Hovinbyen, Økern, where it is easy to travel to and from with public transport. The nearest subway stations are Risløkka and Økern. There are also buses

serving the area.

### **Land owner group(-s)**

The private property developer company Oxer eiendom AS.

### **Main local stakeholders**

- The Agency for Planning and Building Services has made the strategic plan for Hovinbyen and the planning programme and guidelines for public spaces (VPOR) at Haraldrud.
- Oxer eiendom AS as the landowner and developer.
- Oxer has engaged A-lab architects and Helen & Hard architects to work with them on the zoning plan.
- The Cable tower project is managed through the company Tårnet AS, which is managed by Oxer eiendom with Einar Kleppe Holthe from Fuglen AS as strategic consultant.
- Other stakeholders are the future tenants in the cable tower, which has an important role in the development of the project.
- Towards the end of the URBACT sub>urban «reinventing the fringe" project, Oxer eiendom has also been connected with Eriksen Skajaa architects and Young Artists' Society (UKS) to explore the possibilities to create a pilot for affordable artist housing in the case area.

### **Challenges & Potentials**

With an existing building environment of a high conservational and architectural value, there is a potential to fill the area with temporary projects as a way of reinventing an identity for the area as the cultural heart of Hovinbyen, a potential that the private developers are well aware of. It is planned that the cable tower, which has been vacant for a long time, will be filled with cultural production and exhibition spaces, a process that will play an important part in maturing the area for a more intensive development and building an identity around the tower. The possibility to create a pilot for affordable artist housing as a part of this strategy is also being explored.

The most important challenges are related to identifying ways to improve the municipal administrative procedure for temporary projects so this process can be smoother and less complicated. There is also the issue of balancing the developers' needs and wants with the artists and other groups that are part of the transformation process.

### **Particularity**

Developing a strategy for placemaking, finding ways to conserve and reinvent the identity at Haraldrud through facilitating temporary and permanent cultural projects that builds and expands on existing resources and qualities in the area.

## 2.4 CASE VOLLEBEKK

Size (ha):	7,5 ha
Nr. of current inhabitants:	0
Proximity (distance to Oslo S):	5 km

### Location

Vollebekk is located in the outskirts of Hovinbyen, and is a part of the priority area of Groruddalen. The development area is bordering to existing housing areas, both detached houses and low-rise apartment buildings. The area is close to Vollebekk subway station, and Alna train station, and has good connections to important recreational areas.



### Function, physical conditions and connection

- The area is under transformation from commercial and industrial functions to a mixed urban area including housing. New detailed zoning plans have been made for parts Vollebekk, while other parts are still under planning. A planning programme and guidelines for public spaces (VPOR) have been established for the area as a whole, and a new school has been built just north of the site.
- The area is underutilized today, dominated by low quality low rise commercial and industrial buildings, and large surfaces taken up by parking and car related infrastructure. A supermarket and a gas station are located centrally in the area. All the existing buildings are eventually going to be demolished as part of the transformation, but some might be used for temporary activities in the meantime.
- The central parking area will be transformed into a public square, as established in the guidelines for public spaces (VPOR). The area is located conveniently when it comes to public transport, just next to Vollebekk subway station. In the guidelines for public spaces a “green vein”, a comprehensive public space through the area will help connect Vollebekk with its surroundings for pedestrians and bikers.

### Land owner group(-s)

The area is owned privately by the property developer Aspelin Ramm and the largest cooperative housing association in Norway, OBOS.

### **Main local stakeholders**

- District Bjerke is an important stakeholder in the area, and has experience working with bottom-up transformation and placemaking in the priority area of Groruddalen. They know the area, its potential and challenges well. The district's mission is to work to improve the quality of the local community.
- Aspelin Ramm and OBOS own the land in the area, and are therefore important stakeholders. They have communicated an interest in placemaking because they believe that this will be positive for the development of the area.
- Pådriv is a network of many different social entrepreneurs with an interest for urban development and bottom-up change. As coordinators for the temporary project "Vollebekk factories", they will influence the development in the area.
- The future residents at Vollebekk, as well as the people living in the communities surrounding the area, are important stakeholders as well, and the developers have expressed an interest in involving these people in the development of the area from the very beginning.

### **Challenges & Potentials**

Important challenges at Vollebekk are place-making, creating a link between the past and the present, and a feeling of belonging and community between those living in the surrounding areas today, and the new residents moving in. Many of the residents in the surrounding areas aren't that attached to their neighbourhood due to lack of jobs, small networks and a rudimentary understanding of Norwegian. The area needs to be matured over time.

The period before the first residents move in will be used to work actively with placemaking. Aspelin Ramm and OBOS are developing the area. Many of the offices and other premises in the area are now vacant, but won't be demolished before two years from now. The stakeholders in the area want to use the vacant premises to create life and activity in the area and mature it for development. The developers are willing to make these premises temporary available to those that want to use them for free through the project called "Vollebekk factories", which is a cooperation between the developers, the district Bjerke and Pådriv. The project is meant to include the local community in the development of the area by creating temporary meeting places between the existing community and the new residents, and an opportunity to create value for oneself and the community through temporary events, learning opportunities and work spaces. This period of maturation will also have the potential to create something of a more lasting quality for the area, by encouraging local entrepreneurship and community.

### **Particularity**

Case Vollebekk is characterized by an investigative collaborative process between the municipality, developers and social entrepreneurs, with the goal of incremental placemaking, where temporary projects are paving ground for maturing the area into a place with a clear identity and a feeling of belonging for the community.

## 2.5 CASE KJELSRUD

Size (ha):	3,3 ha
Nr. of current inhabitants:	1
Proximity (distance to Oslo S):	7 km

### Location

Kjelsrud lies just outside Hovinbyen, in the lower parts of Groruddalen, between the Alna park and the river Loelva to the north and the road Strømsveien to the south. It is located in an area wedged between the main railway and the main highway E6 going north from Oslo, an area dominated by large scale, car-reliant enterprises and industry, like IKEA. It is the least accessible sites in this study by public transport. The Agency for Planning and Building Services is currently working on an area zoning plan for Kjelsrud, in line with requirements set down in the municipal master plan.



### Function, physical conditions and connection

- The area is dominated by car reliant industrial and commercial functions, many relating to storage and logistics. There is also a gas station just west of the site. Most of the buildings are 1-2 stories and have moderately to low architectural quality. The site is underutilized with large areas being used for storage and car related infrastructure, like parking spaces.
- Fenced off from the rest of the area, the remnants of Kjelsrud farm, surrounded by a green garden and tall trees, is bordering the site to the north. The buildings are quite new, but have some architectural and landscape related qualities.
- There are also some industrial buildings in the area that are somewhat interesting, like the gasworks belonging to AGA, with towers and tanks. The railway bridge, which is a part of a closed down side-track to the main railway, crossing the ravine north of the site towards Nyland is another interesting construction in the area.
- The site is not especially well connected to public transport; the nearest subway station is Trosterud, which is a 15-minute walk away. The railway station at Nyland is quite close, but a long detour is required to reach it by foot. Walking in the area is not convenient in general, as it is dominated by cars.

Buses depart every 15 minutes from stops close to the area, and the proximity to IKEA, means that you can take the IKEA bus for free between the area and downtown.

### **Land owner group(-s)**

Private companies own most of the land in the case area. NHP eiendom AS and KLP eiendom are the biggest property holders. Oslo municipality through the Agency for Real Estate and Urban Renewal (EBY) owns the public land in the area.

### **Main local stakeholders**

The private landowners are the main local stakeholders in the area.

### **Challenges & Potentials**

The area is not very accessible today, because of physical barriers, long distances and lack of sidewalks and other non-car related infrastructure. Kjelsrud farm which is to function as a park for the area is neither accessible nor known by people frequenting the area. Still there is an expectation that the area will be developed as a dense and mixed urban area including housing. This is also a potential, maybe the area, not being mature for housing yet, can accommodate some alternative housing schemes, like affordable artist housing, like the strategic plan of Hovinbyen is suggesting. The many green spaces nearby also offer a potential once the area is ready for transformation.

### **Particularity**

Exploring ways to mature an area for development by familiarising people with it through temporary events and innovative schemes like affordable artist housing.

### 3. OBJECTIVES FOR THE TRANSFORMATION OF HOVINBYEN

The objectives for the transformation of Hovinbyen in Oslo's integrated action plan (IAP) are meant to explore specific issues concerning the five case areas described in chapter 2.

They are also ways of testing out the implementation of *The Strategic Plan for Hovinbyen (2016)*, within the boundaries of the themes of the URBACT-network. For this purpose we can distinguish between two overarching goals or ambitions of the IAP, which are also stated in the strategic plan. With these ambitions in mind, several objectives and sub-objectives have been identified working with the user local groups (ULGs) in each of the case areas.

Even though the objectives have been decided in collaboration with the ULGs, sometimes an objective will be tested out in several case areas, and sometimes a case area will provide a laboratory to test out more than one objective. The ambitions, followed by the objectives and sub-objectives are described below.

**AMBITION:** Meeting continued demographic growth and the need for new housing in Oslo's fringe in a sustainable and inclusive way, encouraging the development of dense, multifunctional and dynamic new neighbourhoods, anchored in existing local communities and resources.

Goals from *The Strategic Plan of Hovinbyen (2016)*:

- The urban areas in Hovinbyen will develop on their own terms, with multifunctional, dense centres.
- Hovinbyen will provide a diversity of dwelling types and be a good place to live for different people in different stages of life.

*The Strategic Plan for Hovinbyen* state that urban areas in Hovinbyen should be developed on their own terms, with multifunctional, dense centres, and that Hovinbyen should provide a diversity of dwelling types and be a good place to live for different people in different stages of life. When Hovinbyen is transformed to make room for 100 000 new inhabitants, and just as many jobs, there is a definite ambition to avoid a repetition of the mass housing schemes, separated by large-scale infrastructure from industrial and commercial zones, that were planned and implemented in the fringe after WWII. However, to create a dynamic, living and diverse city largely from scratch is not easy. To achieve this, Oslo will need to utilize the whole spectre of tools that are identified in the baseline study of Sub>urban – “Reinventing the fringe”, from reinventing planning, to using strategic pilots and experimental projects for testing and evaluating innovative solutions.





*Hasle, February 2018 (photo : Erik Mowinckel)*



*Bryn, February 2018 (photo : Erik Mowinckel)*

**OBJECTIVE 1: FACILITATE COLLABORATION BETWEEN VARIOUS STAKEHOLDERS IN HOVINBYEN, CREATING A COMMON GROUND FOR INTEGRATING EXISTING PROGRAMS AND RESOURCES IN NEW DEVELOPMENT PROJECTS, AIMING TOWARDS A DENSE, MULTI-FUNCTIONAL AND INCLUSIVE URBAN FRINGE.**

The Strategic Plan of Hovinbyen states that Hovinbyen will be developed into a dynamic part of the urban tissue, with life and activity day and night. A prerequisite for this is a variety of functions or programs. Mono-functional areas are often devoid of life at certain times, housing areas are nearly empty during working hours and holidays, while business-clusters and industrial areas are quiet at night and in the weekends.

To achieve a dynamic fringe, we need to transform planning processes so that they are flexible enough to accommodate the programs and resources that are already present in the area, as well as stimulating the evolution of new programs. We want to test *if we can expand and diversify the proposed programs in new development areas by involving a variety of stakeholders, and use new collaborative methods in the planning process.*

The first objective has several sub-objectives related to improving networks and involving different stakeholders in a collaborative process of developing Hovinbyen in line with the ambitions in the strategic plan to integrate existing programs and resources in Hovinbyen in new developments.



Workshop with the Bryn user local group (ULG) (photos: Haakon Haanes)

**SUB-OBJECTIVE 1: Initiate and facilitate *collaboration between landowners in mono-functional areas with fragmented ownership, to see if this can lead to dense and multi-functional development in line with the strategic plan.***

**Case Bryn:** The area around Bryn subway station is the perfect case area for this, a business cluster that the city government has singled out for development as a regional centre for over 10 years, but where nothing has happened yet because of the fragmented private ownership in the area.

The initial objective at Bryn is to start an open dialogue between the different landowners and the municipal agencies, focusing on the common goal of creating an attractive regional centre at Bryn, which will serve both the public and the private developers. Based on a collaborative process, The Agency for Planning and Building Services (PBE) will create a comprehensive feasibility study, illustrating the common ground between the different parties, creating predictable conditions and demonstrate the potential for development in line with current policies. The idea is that this will lead to an actual zoning plan for the area, proposed by the private land owners. Eventually housing and public spaces will be added to the mix at Bryn, developing the area into a multifunctional and dense regional centre.

**SUB-OBJECTIVE 2: Facilitate *collaboration between developers and local stakeholders with the aim of uncovering and implementing new and innovative programs in new development areas in Hovinbyen.***



*Multifunctional programming workshop at Vollebekk (photo: Silje Gjertrud Hoftun).*

**Case Vollebekk:** The second sub-objective is to initiate and facilitate collaborative processes between developers and local stakeholders, which has the potential to lead to the discovery of new, innovative programs that can be added to the area, based on local needs and resources. Vollebekk will be developed for housing within the next few years, and one of the conditions from The City Government is that the ground floors facing public spaces and important streets are active and open for the public. As there is a limit to how many cafés and hairdressers a local centre in the fringe can support, developers Aspelin Ramm and OBOS are looking for ideas for future tenants that will fill the ground floor venues. Splicing the developers with the district of Bjerke and other local resources will have the possibility to uncover innovative programs based on a real demand, and will make the developers able to plan and build the ground floor venues adapted to these programs.

**SUB-OBJECTIVE 3: Raising acceptance for industrial production as an integrated part of a multifunctional urban fringe *by creating arenas for local producers, developers, urbanists and other people interested in the development of Hovinbyen to meet and get to know each other.***

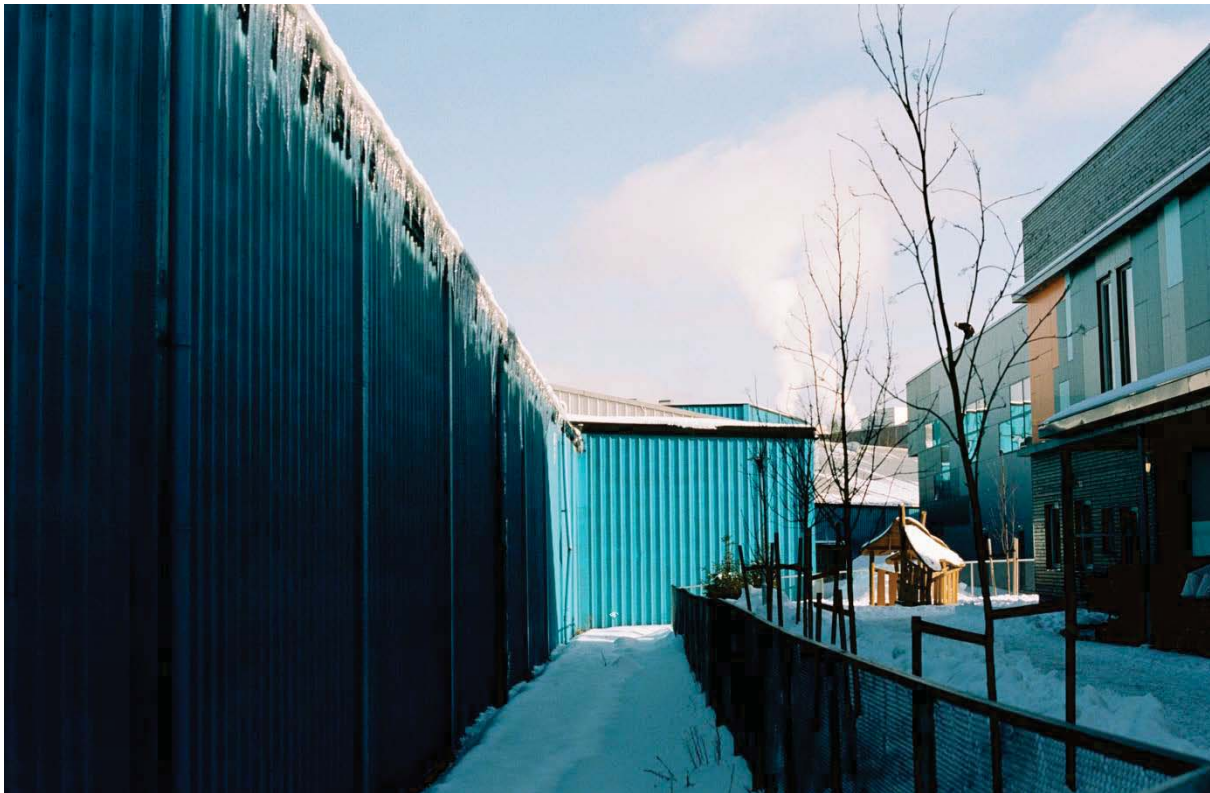
The third sub-objective is to create an opportunity for different stakeholders within and outside Hovinbyen to meet and exchange views on how existing functions, especially relating to industrial production, can be integrated in the future development of Hovinbyen. By raising awareness about this issue amongst developers, urbanists and other people interested in the development of Hovinbyen, it is thought that it will be easier to get acceptance for production as an integral part of a densified and multifunctional urban fringe.



*From the public lecture evening about “The productive Hovinbyen” arranged as a part of “Reinventing the fringe”, where several speakers from within and outside Hovinbyen were given their opportunity to talk about the theme industrial production in the city (photo: Haakon Haanes)*

**OBJECTIVE 2: USE MUNICIPAL LAND TO TEST AND EVALUATE INNOVATIVE FORMS OF MIXED USE AND INTEGRATION OF EXISTING FUNCTIONS IN HOVINBYEN, PAVING THE WAY FOR PRIVATE DEVELOPERS.**

Another way of working towards multifunctional and dense centres in Hovinbyen is for the city government to pave the way for private developers by creating pilots where functions are mixed in innovative ways, evaluating and demonstrating the potential for similar developments at other sites.



*At the municipal site at Hasle the gymnastics facilities and the kindergarten is fenced off from each other today, can Hasle be developed into a pilot for innovative mixed use? (photo: Erik Mowinkel)*

**SUB-OBJECTIVE 4: Develop a *pilot* at a municipally owned site *integrating existing functions with new housing*, to evaluate and demonstrate the potential for similar private schemes.**

**Case Hasle:** At Hasle, a case area owned by the municipality through "The Agency for Real Estate and Urban Development" (EBY) has been identified for the purpose of creating a pilot for innovative mixed use. In the short term, the objective is to collaborate with a local user group, which includes the The Agency for Real Estate and Urban Development (EBY), representatives from the district of Grünerløkka and the tenants; managers of the tennis and gymnastics complexes, to develop a feasibility study that explores a mix of functions related to sports and gymnastics with housing and communal functions. After the URBACT project is ended, the potential is that this can lead to an innovative municipal zoning plan, which will provide the basis for a more intensified transformation of the site, and a pilot for mixing sports, gymnastics, community and housing functions.

Introducing housing and communal functions to the site, and transforming it to a part of the surrounding urban tissue also has the possibility to improve social inclusion between the users of the tennis and gymnastics complexes and the surrounding community, and mixing these organized sports, with the availability of non-organized, low threshold sports in the area. Another benefit would be to find ways to better the connectivity between the site and the surrounding areas, and improve the urban tissue of Hovinbyen.

**OBJECTIVE 3: IMPLEMENT A VARIETY OF DWELLING TYPES IN HOVINBYEN TO CREATE A DIVERSE AND INCLUSIVE URBAN ENVIRONMENT.**

One of the goals of Hovinbyen's strategic plan is that a diversity of dwelling types will be provided to accommodate different people. Without any restrictions the housing market has a tendency to provide quite homogeneous dwelling types, and the alternative housing market needs support from the city administration to be competitive.



*Visual artist Charlotte Rostad, talking about artists as a driving force in urban development at a lecture evening hosted by PBE as a part of "Reinventing the fringe" (photo: Haakon Haanes)*

**SUB-OBJECTIVE 5: Supporting the alternative housing market, with the aim of implementing a pilot for affordable artist housing in Hovinbyen.**

**Case Kjelsrud:** Several of the case areas could be relevant for implementing an alternative housing pilot. Case Kjelsrud in particular was singled out from the beginning, due to the area being

relatively immature for development. Kjelsrud is actually not even within Hovinbyen, but lies slightly northeast, towards the satellite town of Groruddalen. The Strategic Plan of Hovinbyen states "areas that are not mature for commercial housing development can function as research areas for alternative housing".

**Case Haraldrud:** As for other potential sites for affordable housing schemes, the strategic plan also points at Kabelgata at Case Haraldrud as a potential place for experiments in alternative housing schemes, like student housing.

Initially, the objective is to support a feasibility study for an alternative housing scheme on a specific site in Hovinbyen. During the initial talks with the ULGs a project for affordable artist housing was suggested at Kjelsrud in collaboration with the Young Artists' Society. Supporting this initiative, the long-term objective is to get a pilot project built in Hovinbyen, which could pave the way for other alternative housing projects in the fringe.

**Hovinbyen:** Raising awareness of the issue amongst developers, urbanists and other people interested in the development of Hovinbyen is also important. Getting these people to meet and discuss the issue could really help the ball to start rolling at either of the case areas listed above.

**OBJECTIVE 4: DEVELOP A MUNICIPAL POLICY FOR ENCOURAGING MIXED USE AND THE INTEGRATION OF EXISTING FUNCTIONS IN THE TRANSFORMATION OF HOVINBYEN, TO HELP CREATE A MORE DIVERSE AND LIVING URBAN FRINGE.**

In the previous three objectives different ways of working towards a more diverse and multifunctional urban fringe are tested out. The Agency of Planning and Building Services will evaluate these experiments; gather insight and conclusions that will be presented for the City Government in the form of a policy for mixed use in Hovinbyen. In this way Oslo will learn from the experiences from Sub>urban "Reinventing the fringe", and be able to implement this knowledge as a policy for future projects.

**AMBITION:** Sustaining and reinventing a sense of identity and place to new development areas in Oslo's fringe.

Goals from *The Strategic Plan of Hovinbyen (2016)*:

- Hovinbyen's cultural heritage and different identities shall be conserved and developed as important conditions for urban development
- Hovinbyen will be a destination with varied experiences for inhabitants and visitors.

The second ambition is related to conserving and reinventing the special character of the fringe, the “genius loci”, if you will. Without a real sense of identity and place, it is hard to create a functioning community and provide opportunities for attachment to the area for the future inhabitants of Hovinbyen. In a time with rootlessness, constant movement and mass migrations, accommodating a sense of belonging is becoming more and more important. This should not just be about repairing broken communities, but creating robust ones to begin with. This process begins before the area is developed, and accommodating the temporary use of Hovinbyen, familiarising the surrounding communities with the area, inviting new people and ideas in, is key to sustaining and reinventing the identity of Hovinbyen.



*Street fest arranged in 2015 at Kabelgata, Case Haraldrud*



## **OBJECTIVE 5: FACILITATING TEMPORARY PROJECTS AS A WAY OF PLACEMAKING AND INVOLVING LOCAL RESOURCES AND THE COMMUNITY IN NEW DEVELOPMENT AREAS**

Hovinbyen today isn't a place that attracts many people. Reinventing an area's identity is all about shifting the public's consciousness, helping them to see the existing and potential qualities of the place. And to do that you need to get people into the area, both those living within Hovinbyens scattered communities, and those coming from the outside. Temporary projects and events while the area is being matured is a good way to get people acquainted with it, and to provide a meeting place for people living in and around the area, and new people coming in. These projects may be the first step towards creating robust communities and a sense of place within Hovinbyen's many new development areas. The City Government needs to facilitate temporary projects as a way of placemaking, and identify where the administrative procedure needs to be improved to make the threshold for initiating and implementing temporary projects lower.

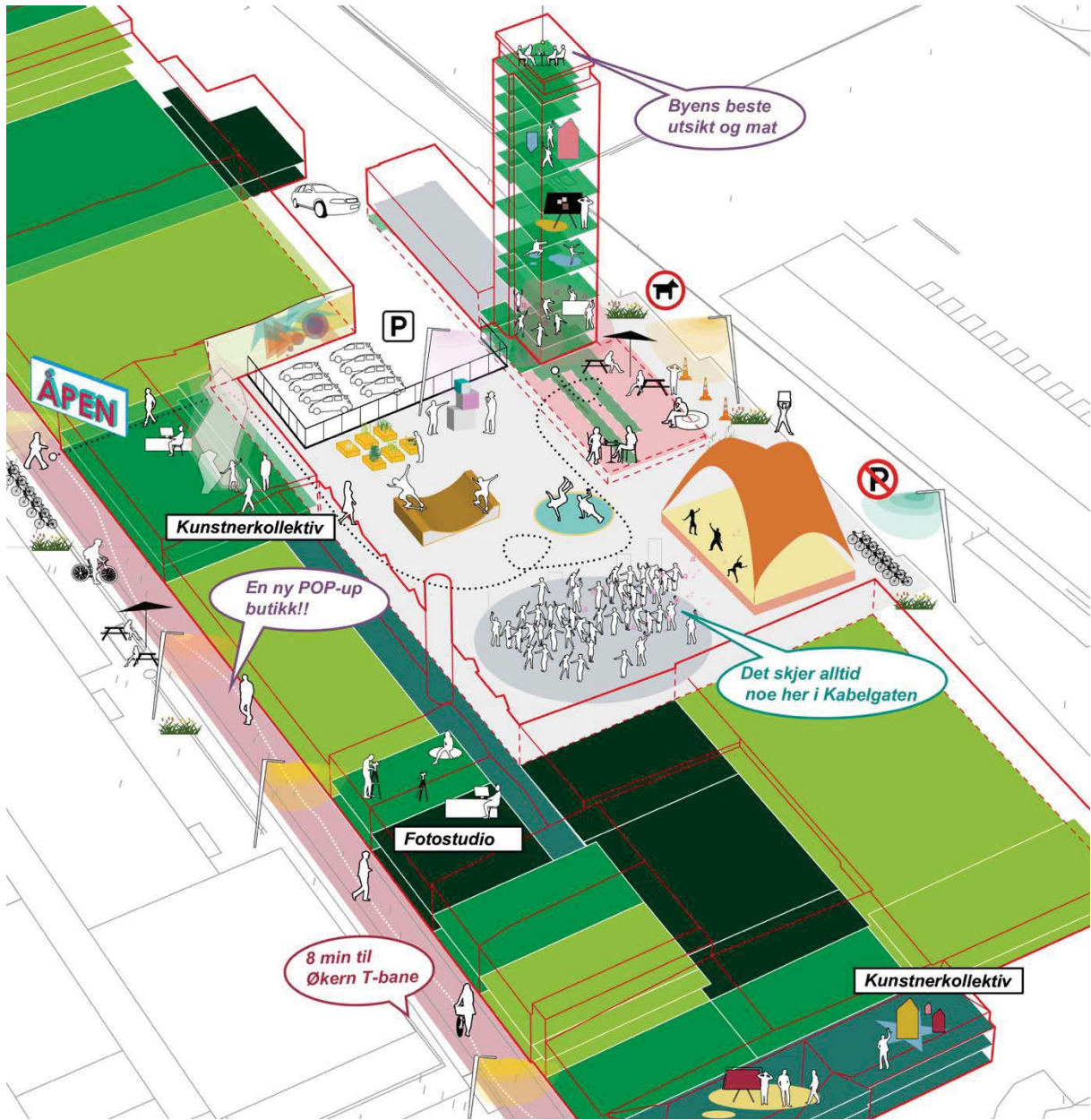
### **SUB-OBJECTIVE 6: Inviting local stakeholders in Hovinbyen to a collaborative process of place-making through temporary projects.**

The long-term objective at Case Haraldrud, Case Vollebekk and Case Kjelsrud is to help develop attractive places, with clear identities, that can have a positive effect on the surrounding communities. To achieve this, the short-term objective is to explore new ways of working, where collaboration between many different actors, both in the public and private sector, is seen as something that adds value, instead of something that drains or slows down the process. The aim is to plan and implement several innovative temporary projects and events, that involves the surrounding community and the future residents in the development of the areas, creates awareness of the area's unique history and identity, and invites them to take part in deciding what kind of places they will be in the future.



*Street fest arranged in 2015 at Kabelgata, Case Haraldrud*

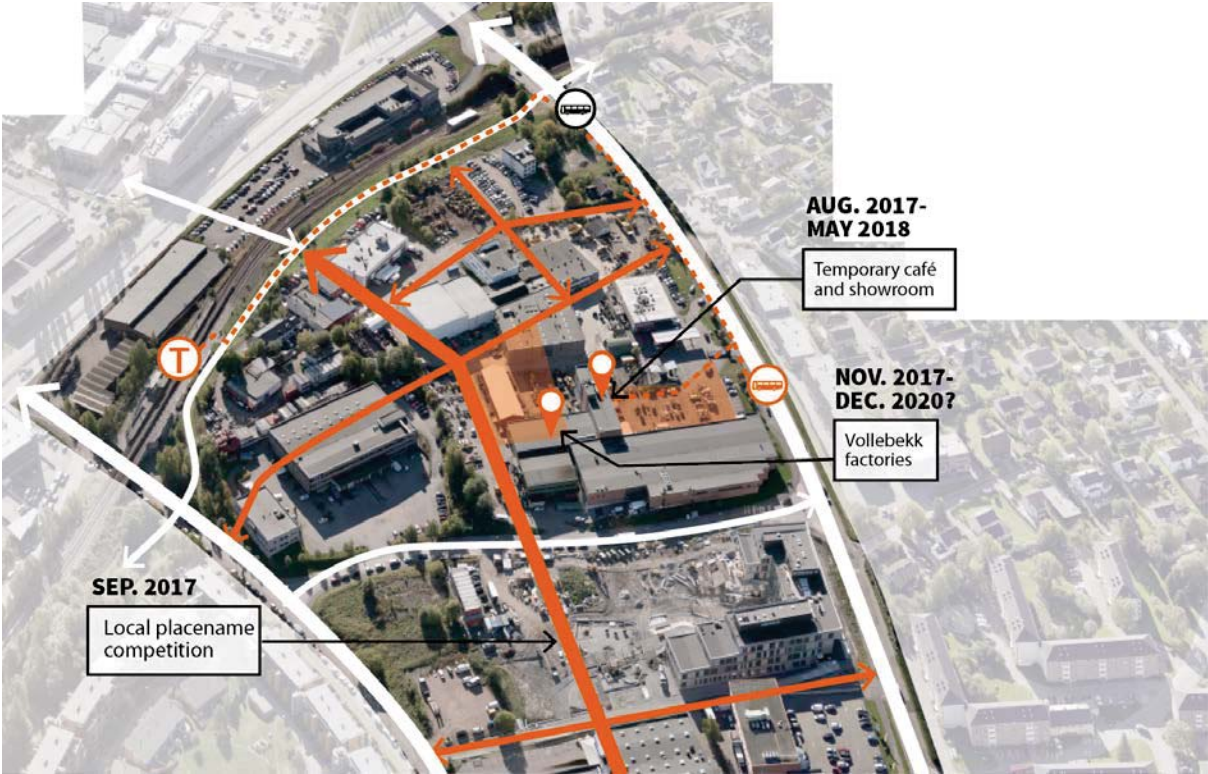
**Case Haraldrud:** The case areas differ slightly in how they are approaching the objective. At Haraldrud there are several listed buildings belonging to a cable and wire factory that closed down 30 years ago, which has a big potential for accommodating cultural and educational functions, as they will not be demolished. The main street at Haraldrud, Kabelgata, is envisioned as a vibrant meeting place for the entire district in the plans for the area. The plan of using the existing premises connected to the cable and wire factory, including the cable tower, which is a highly visible element in the area, as spaces for temporary programs has already been fronted by the developers, who wants to collaborate with the municipality to help making the process smoother. Being a part of the process also helps the municipal administration learn how to be better at facilitating temporary projects in other situations.



Concept drawing for temporary use of the cable tower at Haraldrud (a-lab arkitekter)



Start-up workshop for « Vollebekk factories », where local stakeholders are invited to temporarily reinvent the existing factory hall at Vollebekk (photo: Haakon Haanes).



Temporary projects at Vollebekk (2017-2020) (Haakon Haanes)

**Case Vollebekk:** The main objective at Vollebekk has been to splice the developers Aspelin Ramm and OBOS with the district of Bjerke, who represent the local community, to plan and implement a range of temporary projects in the period before the actual construction starts, to include and involve the local community and new people coming in. Through the project “Vollebekk factories”, the vacant premises are being rented out for free as workspaces and laboratories for social entrepreneurs. When the area is developed all the existing buildings will be demolished, but some of the temporary programs that grew out of this may become permanent, and move into the new premises at Vollebekk.

**Case Kjelsrud:** At Kjelsrud, which is the case area that is least mature for development, the most important objective is to get people acquainted with the area through temporary events. The main attraction in the area is Kjelsrud farm, which is a green lung in the heavily industrial area, and a place that not many people are aware of today.



*Local kids learning to grow their own vegetables at the 2017 OASE urban ecological festival at Kjelsrud farm, that was arranged as a part of “Reinventing the fringe” (photo: Anne Cecilie M. Sølberg-Louison)*

### **SUB-OBJECTIVE 7: Smoother and more coordinated handling of applications for temporary permits in Hovinbyen.**

In addition to facilitating temporary projects by encouraging collaboration between the local community, developers and other resources, an objective for the municipality is to make it easier and more convenient to apply for temporary permits by increasing the efficiency and simplicity of the municipal administrative procedure. Summarizing the result of the temporary projects mentioned above, with suggestions for how to improve the administrative procedure, and propose a policy for temporary projects as a tool for placemaking.

## 4. ACTION PLAN AND TIMELINE

For each of the objectives and sub-objectives mentioned in the previous chapter specific actions have been proposed in collaboration with the ULGs in the different case areas, some have already been finished by the end of Oslo's participation in sub>urban "Reinventing the fringe", while others are planned in the future. Below follows an overview of each objective and sub-objective, which actions have been executed and are planned, what timeframe we are taking about, and who are responsible. After the action plan follows a timeline summarizing the events that has taken place, and that are planned in the future.

Ambitions from the strategic plan	Objectives	Sub-objectives	Actions	Timeframe	Responsibility
<b>Meeting continued demographic growth and the need for new housing in Oslo's fringe in a sustainable and inclusive way, encouraging the development of dense, multifunctional and dynamic new neighbourhoods, anchored in existing local communities</b>	<b>Objective 1:</b> Facilitate collaboration between various stakeholders in Hovinbyen, creating a common ground for integrating existing programs and resources in new development projects, aiming towards a multi-functional, dense and inclusive urban fringe.	Initiate and <b>facilitate collaboration between landowners</b> in mono-functional areas with fragmented ownership, to see if this can lead to dense and multi-functional development in line with the strategic plan.	<b>Case Bryn:</b> Collaborate with local stakeholders and landowners in <b>creating a municipal feasibility study for Bryn.</b>	2017-2018	Agency of Planning and Building Services (PBE), in collaboration with the private land owners
			<b>Case Bryn:</b> <i>Create a comprehensive zoning plan for Bryn</i>	2018-2020?	Private land owners
			<b>Case Bryn:</b> <i>Comprehensive development of Bryn</i>	2020-2023?	Private land owners
		Facilitate <b>collaboration between developers and local stakeholders</b> with the aim of uncovering and implementing new and innovative programs in new development areas in Hovinbyen.	<b>Case Vollebakk:</b> Involving the local community in <b>workshops</b> about multifunctional programming, with the aim of finding and implementing new programs when the area is developed.	2018	Aspelin Ramm and OBOS in collaboration with Pádriv, District Bjerke, the local community and PBE

		Raising acceptance for <b>industrial production as an integrated part of a multifunctional urban fringe</b> by creating arenas for local producers, developers, urbanists and other people interested in the development of Hovinbyen to meet and get to know each other.	Arranging a <b>public lecture evening</b> about "The productive Hovinbyen" at Galleri ROM to raise awareness of the goal to conserve local industrial production in Hovinbyen.	2017	PBE in collaboration with Galleri ROM
<b>Objective 2:</b> Use municipal land to test and evaluate innovative forms of mixed use and integration of existing functions in Hovinbyen, paving the way for private developers.		Develop a <b>pilot</b> at a municipally owned site <b>integrating existing functions with new housing</b> , to evaluate and demonstrate the potential for similar private schemes.	<b>Case Hasle:</b> Creating a <b>feasibility study</b> for innovative mixed use at the municipally owned "Tennis Site", integrating existing functions relating to sports and gymnastics with new housing.	2017-2018	The Agency of Real Estate and Urban Development (EBY) in collaboration with Asplan Viak, PBE, District Grünerløkka, Oslo tennis arena and Oslo turnforening.
			<b>Case Hasle:</b> <i>Create a <b>zoning plan</b> for innovative mixed use at the site, integrating existing sports and gymnastics function with new housing.</i>	2019-?	EBY
			<b>Case Hasle:</b> <i>Develop the site as a pilot for innovative mixed use, integrating existing sports and gymnastics function with new housing.</i>	2021-?	EBY
<b>Objective 3:</b> Implement a variety of dwelling types in Hovinbyen to create a diverse and inclusive urban environment.		<b>Supporting the alternative housing market</b> , with the aim of implementing a pilot for affordable artist housing in Hovinbyen.	Arranging a <b>public lecture evening</b> about "Artists as a driving force in urban development" at Galleri ROM to raise awareness about the need to find alternative housing models to keep artists living and working in the city.	2017	PBE in collaboration with Galleri ROM

			<b>Case Haraldrud:</b> Supporting a <b>feasibility study</b> for implementing affordable artist housing.	2017-2018	Young artists' Society (UKS) and Eriksen Skajaa arkitekter in collaboration with PBE and Oxer eiendom,
	<b>Objective 4:</b> Develop a municipal policy for encouraging mixed use and the integration of existing functions in the transformation of Hovinbyen.		<b>Gather insights and conclusions</b> about mixed use in Hovinbyen that will be presented to the City Council for a change of policy	2016-2018	PBE
<b>Sustaining and reinventing a sense of identity and place to new development areas in Oslo's fringe.</b>	<b>Objective 5:</b> Facilitating temporary projects as a way of placemaking and involving local resources and the community in new development areas	Inviting local stakeholders in Hovinbyen to a collaborative process of placemaking through temporary projects.	<b>Case Vollebekk:</b> Establishing a <b>temporary café</b> to familiarise people with the area and the development plans.  Open competition to decide <b>new placenames</b> amongst the local community.  Temporary use of vacant factory buildings through <b>"Vollebekk factories"</b> , with the aim of discovering new permanent programs for the area.	2017-2019	Landowners Aspelin Ramm and OBOS in collaboration with Pådriv, District Bjerke, and PBE
			<b>Case Haraldrud:</b> Temporary use of the vacant <b>"Cable Tower"</b> as artist studios and exhibition spaces	2018-	Oxer eiendom and "Tårnet AS" in collaboration with PBE
			<b>Case Kjelsrud:</b> Arranging a <b>festival of urban ecology</b> , "OASE"	2017	PBE and Bykuben in collaboration with the local community
		Smoother and more coordinated handling of applications for temporary permits in Hovinbyen.	Evaluating the placemaking processes in Hovinbyen to develop an <b>intra-municipal policy for handling temporary use</b> permits in Hovinbyen.	2016-18	PBE



2016

2017

**COMMON EVENTS**



**CASE BRYN**

Objective 1: Create new networks and facilitate collaboration between stakeholders in Hovindbyen to encourage a development that integrates existing programs and resources when the fringe is developed, with the aim of creating a multifunctional, dense and inclusive urban fringe.



**CASE HASLE**

Objective 2: Use municipal land to test and evaluate innovative forms of mixed use and integration of existing functions in Hovindbyen, paving the way for private developers.



**CASE HARALDRUD**

Objective 3: Implement a variety of dwelling types in Hovindbyen to create a diverse and inclusive urban environment.  
Objective 4: Facilitating temporary projects as a way of placemaking and involving local resources and the community in new development areas.



**CASE VOLLEBEKK**

Objective 1: Create new networks and facilitate collaboration between stakeholders in Hovindbyen to encourage a development that integrates existing programs and resources when the fringe is developed, with the aim of creating a multifunctional, dense and inclusive urban fringe.  
Objective 4: Facilitating temporary projects as a way of placemaking and involving local resources and the community in new development areas.

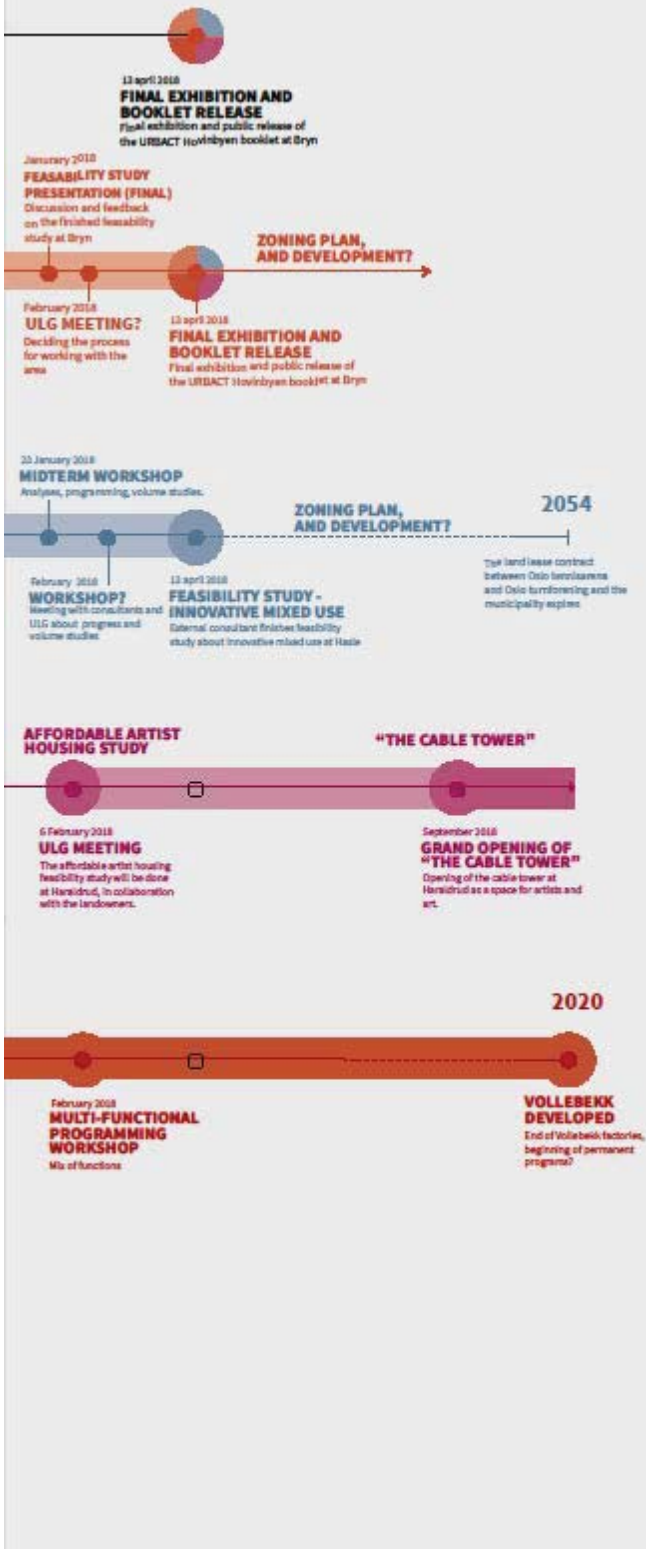


**CASE KJELSRUD**

Objective 4: Facilitating temporary projects as a way of placemaking and involving local resources and the community in new development areas.



2018



## 5. MANAGEMENT AND GOVERNANCE STRUCTURES

After the participation in the URBACT-network Sub>urban "Reinventing the fringe" is finished, The Agency of Planning and Building Services (PBE), who has been responsible for coordinating the process, will continue working towards the implementation of the actions stated in the action plan above under the umbrella of the "Hovinbyen project". After all, as mentioned in chapter 3, the objectives of Oslo's IAP have been a way of testing out ways of implementing The Strategic Plan of Hovinbyen. Through the Hovinbyen project, the holistic view on developing the fringe in Hovinbyen will be continued, hopefully with a more expanded arsenal of policies and tools for achieving the goals set out in the strategic plan.

However, in Oslo most land is owned privately, so it is no coincidence that in most of the case areas it is up to the private developers to actually implement the objectives that have come out of this project. Because the case areas are managed so differently it is also most practical to describe separately how each of the case areas will be managed when they are continuing to work towards implementing the objectives that have come of this project. After each case area, follows a short description of how PBE will continue to work with on an executive level with the themes that have come up.

**Case Bryn:** The case area at Bryn is fragmented in terms of ownership, with many different private landowners. The user local group (ULG) that has been formed through the URBACT project, consisting of private landowners, Oslo Sporveier, The Agency of Real Estate and Urban Development (EBY), The Agency for Urban Environment (BYM) and The Agency of Planning and Building Services (PBE), will continue to meet after URBACT has ended, working together to develop Bryn into a multi-functional and dense regional centre.

**Case Hasle:** Case Hasle is the only municipal site in the study, so the implementation of the actions stated in the action plan will be up to The Agency of Real Estate and Urban Development (EBY) after the URBACT project is over. First the feasibility study needs to be evaluated, and then it will be decided whether an actual zoning plan for the area will result from this. The Agency of Planning and Building Services (PBE) will continue to play a supportive role in the process through the Hovinbyen project. The eventual development of a pilot for innovative mixed use is going to have to be decided in collaboration with the tenants at the site Oslo Tennisarena and Oslo Turnforening, as they have leasing contracts until 2054.

**Case Haraldrud:** At Haraldrud a process of maturing the area, conserving and reinventing the area's identity through temporary projects, are well underway. The landowners, Oxer eiendom, have founded a company "Tårnet AS" (The Tower), who are responsible for the transformation of the cable tower into a temporary space for art and artists, as well as other temporary projects prior to development. They have also allowed The Young Artists' Society (UKS) in collaboration with Eriksen Skajaa arkitekter to make a feasibility study for affordable artist housing at Haraldrud, investigating several possible sites. Whether this collaboration will continue, and lead to an actual pilot, is up to both parties. PBE will continue to support the process, and follow it closely from the sideline.

**Case Vollebekk:** At Vollebekk the splicing of property developers Aspelin Ramm and OBOS with the district of Bjerke have been fruitful, and this cooperation will continue after URBACT has ended. With the help of a network of social entrepreneurs, Pådriv, they have set up "Vollebekk factories", where they have hired a manager that will work full time managing the temporary projects and events inside the vacant factory buildings, a process that will continue until the buildings will be demolished, in about two years' time. The idea is that these temporary activities will lead to permanent programs that will give life and identity to the future Vollebekk.

**Case Kjelsrud:** Kjelsrud is not actually a part of Hovinbyen, but the process of maturing the area will still be followed closely by PBE through The Hovinbyen project. However the landowners have indicated that they don't have the resources to continue working with temporary projects and events in the way that was suggested at the beginning of URBACT, and discontinued their engagement with the URBACT project in November 2017.

## **POLICY CHANGE**

While the process of implementing the objectives in each of the case areas continue, PBE will evaluate the experiences in the URBACT project and the input from each of the case areas and formulate several policy suggestions to make it easier to implement the strategic goals for the development of Hovinbyen at other sites as well.

After URBACT has ended PBE will take the responsibility to propose three municipal policies for the City Council:

- A policy for allocating resources into collaborative processes as a tool for creating a more dynamic urban environment in Hovinbyen.
- A policy for encouraging mixed use, and the integration of existing functions, in the transformation of Hovinbyen
- A fast-track system for handling temporary use permits in Hovinbyen.

## 6. GENERAL IDEA DEALING WITH THE TRANSFORMATION OF THE ENTIRE FRINGE IN THE FUTURE

The Strategic Plan for Hovinbyen (2016) lays down the foundation for how Oslo is envisioning the transformation of the entire fringe in the future. Through the participation in the URBACT network sub>urban “reinventing the fringe”, the municipality has had the opportunity to test out the ideas and visions of the strategic plan for Hovinbyen in several case studies, or "micro labs", developing new ways of working and engaging a variety of stakeholders in the transformation of the area. The lessons learned from this will be expanded into policies for handling other projects in the fringe, and has already made many stakeholders in the area think differently about the future of Hovinbyen and how to work together towards common goals.

The extra resources and energy put into initiating and facilitating a collaborative process at Bryn is already beginning to show results in the form of a unified vision for the transformation of the case area. An underutilized area with fragmented private ownership that the municipality has wanted to transform into a dense and multifunctional regional centre for decades is now on the threshold of development. This has been a pilot in the allocation of time and energy into a more collaborative approach to urban planning, the municipality introducing a collective layer by looking for common ground with the developers instead of focusing on differences, playing the role of facilitator in addition to the regulatory role. This is a method that should definitively be made into a more regular practice in the fringe by the city planning department.

In several of the case areas an important objective has been to find ways to encourage mixed use, conserving some of the functions already present in the fringe, while transforming it into a multifunctional and dense part of the urban tissue. Today Hovinbyen is providing 55,000 workplaces, and is essentially an industrial area. Rather than pushing the existing functions out of the fringe, the ambition is that the integration of some of the existing industries and the creation of new ones in the transformation of the fringe can improve the sustainability of both the industries in questions and the surrounding urban environment. This will also have the potential to transform the fringe into a more diverse, vibrant and attractive place.

One of the most important lessons working with mixed use has been that there is a need to map out the uses there is an actual demand for beforehand, by encouraging collaboration between developers, other stakeholders and the local communities. At Vollebekk this has proved quite successful with the matchmaking between developers Aspelin Ramm and OBOS and the local district Bjerke, who is already experienced in involving the local community in Groruddalen. The result is “Vollebekk factories”, a temporary laboratory for uncovering innovative new programs at Vollebekk. For up to two years the factory halls at Vollebekk and offices will be free to rent for anyone who wants to test out an innovative business idea. Collaborating with the network of social entrepreneurs, Pådriv, several interesting companies has already started to experiment with their ideas at Vollebekk, ranging from growing fungi to building micro houses. The idea is that this will lead to a permanent bottom-up transformation of the area, and that the most successful entrepreneurs will move into the premises in new Vollebekk when it is developed. Involving the

local district in the maturing of an area prior to development, the way it has been done at Vollebekk, is definitively a practice that should be expanded upon, and made into policy.

At Hasle the method of creating a pilot of mixed use on a municipal site is being tested out. The feasibility study that was commissioned and executed in collaboration with local stakeholders does perhaps seem less promising when it comes to uncovering the potential of mixed use than the method applied at Vollebekk. But both processes will be evaluated continuously, and the case is not closed yet on either of them.

Resources have also been put into arranging events with the intention of changing the perception of which functions that contribute to a good urban environment. Through the URBACT project, The City Planning Department hosted two lecture evenings, where stakeholders from within and outside Hovinbyen met and talked about the themes of production in the city and artists role in urban development. As an arena for city officials, urbanists, architects, developers and other people with an interest for Hovinbyen and urban development to meet, these events managed to put Hovinbyen and the ambitions for the area, as a future part of the city that defines urban life as more than cafés and shops, on the map.

In addition to the ambition of creating dense, multifunctional and dynamic neighbourhoods in Hovinbyen, there is a clear ambition to work with placemaking and transform the fringe in a way that conserves and reinvents the area's unique identity. The most important lesson here is that good placemaking processes start with getting different stakeholders, including the municipality, working together towards common goals. Both Case Vollebekk and Case Haraldrud are well on their way towards a fruitful placemaking process through temporary and permanent new uses of existing buildings in the area. At Haraldrud "The Cable Tower" is set to open in the third quarter of 2018, and at Vollebekk several temporary projects are well on their way. A "can do" attitude from both the developers and the municipality is key to the success of these areas. Through working with URBACT the potential pitfalls have also become visible. Not all developers are ready for all the work and effort it takes to work with placemaking, something we learned when the developers at Case Kjelsrud decided to pull out of the project. As for the municipality, it is sometimes difficult to balance the role as regulator and facilitator for urban development. When the ambitions are high, as in Hovinbyen, the municipality needs to allocate time and resources to facilitate the transformation that is wanted, and learn how to improve administrative procedures. This takes time and experience to balance properly with the municipality's role as regulator, and the easy way, to follow "procedure as usual", is often favoured when resources are scarce. Participating in URBACT has uncovered that Oslo need a new municipal policy on temporary use, which is now being developed, to make the administrative procedure for processing temporary use permits in Hovinbyen simpler and more efficient; a kind of fast-track system for the right initiatives.

All in all Oslo's integrated action plan is not a comprehensive one, but provides several guidelines for how to work with the entire fringe in the future to achieve the ambitions set out in the strategic plan of Hovinbyen. The key lessons are to allocate time and resources towards collaboration with the stakeholders in the fringe, creating a common ground for the transformation that takes the area's existing qualities into account. To initiate projects that involve the surrounding

communities and future inhabitants of Hovinbyen seems more fruitful than developing innovative plans on paper. For the strategic plan to be put into action Oslo needs to continue to evaluate the actions that have been initiated through the URBACT project, and learn from this how to handle the complexity of transforming the fringe from the bottom up as well as top down.