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1. About URBACT Resourceful Cities

The URBACT programme is the European Territorial Cooperation programme aiming to foster sustainable integrated urban development in cities across Europe. URBACT's mission is to enable cities to work together and develop integrated solutions to common urban challenges, by networking, learning from one another's experiences, drawing lessons and identifying good practices to improve urban policies.

RESOURCEFUL CITIES is an URBACT Action Planning Network of 10 European cities. The 10 partner cities are The Hague (NL), Oslo, Mechelen, Ciudad Real, Cáceres, Famalicão, Opole, Zagreb, Bucharest 3rd District and Patras. The network of partner cities addresses the policy challenge of developing *next generation Urban Resource Centres* that can serve as

catalysts for the local circular economy. By adopting a participative and integrated approach these centres serve as connection points for citizens, new businesses, researchers, and the public sector to co-create new ways to close local resource loops and promote waste prevention, re-use, reparation, and recycling.

Each city partner in the Resourceful Cities network has drafted an Integrated Action Plan (IAP) defining the local actions to be carried out as a local and tailor-made response to the common policy challenge mentioned above. The IAP focusses on short-term and long-term actions to address that challenge and is co-produced in a participative process with an URBACT Local Group (ULG) that brings together all relevant stakeholders impacted by the policy challenge addressed by the city.

Oslo has not received financing from URBACT Resourceful Cities. The IAP incorporates ongoing circular projects and processes in Oslo and local budgets.

2. This Integrated Action Plan-quick intro

Human consumption has a major impact on the climate and environment. Consumption rates per capita in Norway are among the highest in the world (The Circularity Gap Report Norway).

Oslo, Norway's capital city, has for the last 20 years been conserving its green and blue areas, the forest, parks, rivers, fjord and islands that frame the city. Awarded the title European Green capital 2019, the city is among the most ambitious and dynamic cities in Europe, spearheading green urban development.

Oslo has a growing network of big and small Urban Resource Centres (URCs) and related initiatives. This Integrated Action Plan (IAP) examines how the municipality can support more activity and promote a diverse set of initiatives. How can the municipality improve how it collaborates with other actors in the ecosystem? How can the city use URCs as arenas that

promote social inclusion, job creation and innovation? Through the action plan Oslo Resourceful Cities' URBACT Local Group has strived to take a holistic approach to URCs and demonstrate how these arenas can support Oslo's vision to become a greener, warmer and more creative and inclusive city for all.

The purpose of the IAP is:

- To inspire the municipality to collaborate across sectors and involve a wide set of stakeholders in the municipality's development work.
- To be a testbed for pilots and ideas and to inform and inspire further work and processes in the municipality.
- To propose actions to be implemented in Oslo that will drive effective change.

The actions set out in this IAP have been identified by a diverse set of local stakeholders. They have not been defined in isolation and take into account the strengths, weaknesses, opportunities and threats of the existing ecosystem.

Seven actions linked to Urban Resource Centres have been identified. These can be divided into four categories: Place based, Public services, Strategic, and Activities & Events. The seven actions will be presented in detail in Chapter 7. Planned actions.



3. Local context

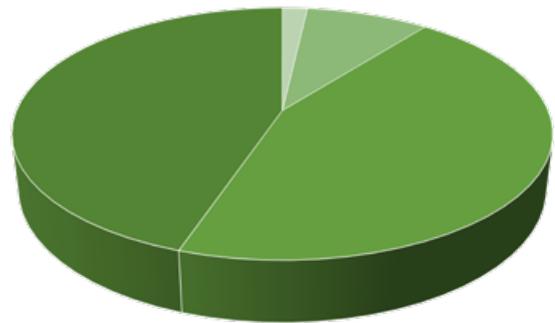
3.1 Quick Facts about Oslo’s population and economy

European Green Capital 2019 and the capital city of Norway, Oslo has a population of 700,000 and a population density of 1,500 citizens per km squared. Oslo is a diverse city with immigrants making up 34 % of the population, of which 40 % originate from Asian countries and 37 % from European countries. It is one of the fastest growing capitals in Europe and this is reflected by the large number of construction projects that have taken place in the city over recent decades.

Nestled between fjord and forest, Oslo is surrounded by nature. The Marka Forest is a nationally protected area and is connected to the Oslo Fjord by multiple streams and rivers. Easily accessible with public transportation, the Marka Forest is popular for hiking and cross country skiing while the Oslo Fjord offers great opportunities for swimming and exploring the islands that surround the city.

Oslo is undertaking pioneering work in relation to climate neutral building and urban areas through its FutureBuilt initiative. This initiative is intended to inspire and change practices in both the private and the public sector through a series of pilot projects

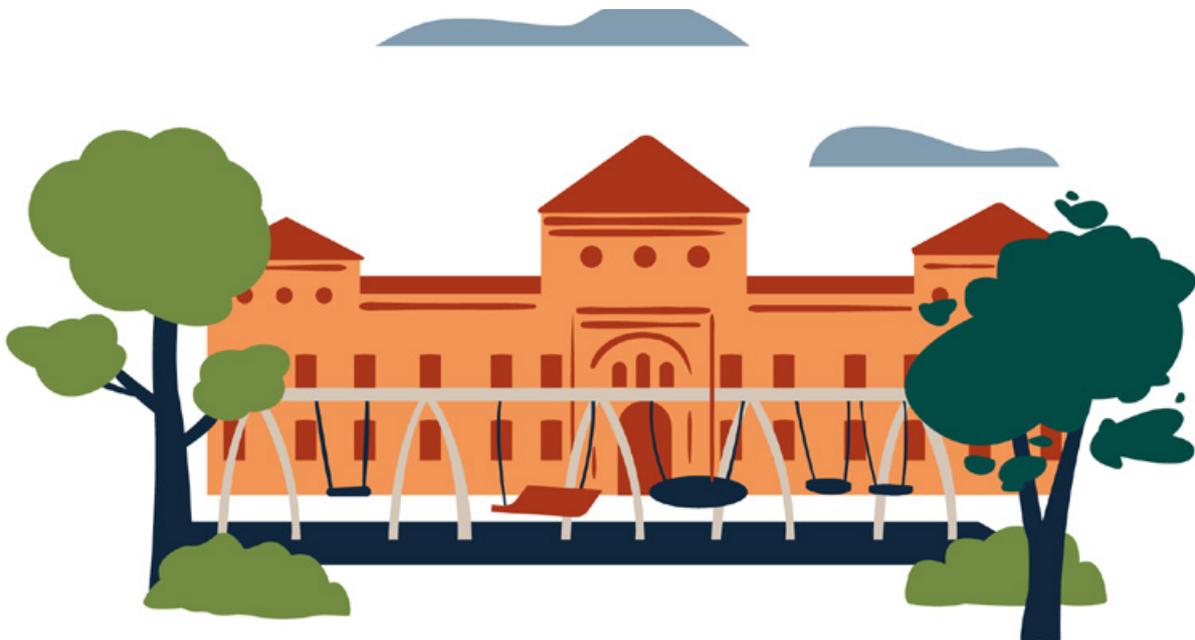
Business Demography



- Micro Business (<10 employees)
- Small Businesses (11-49 employees)
- Medium Sized Businesses (50-249 employees)
- Large Businesses (250+ employees)

that are set to reduce greenhouse gas emissions from transport, energy and material consumption by at least 50 %. One example showcasing best and next practice is Kristian Augusts gate 13 in the city centre, Oslo’s first full scale reuse building.

Oslo is the city with the fastest growth rate of newly established start-ups in Europe and this is reflected in its business demography statistics with almost 81,000 of its 90,000 businesses classed as micro businesses.



3.2 Organization of Oslo Municipality's work on the environment and climate

Oslo Municipality's work on the environment and climate is led by the Department for Environment and Transport with underlying agencies: the Agency for Climate, the Agency for Waste Management and the Agency for Urban Environment.

The city's work on the environment and climate is also supported by the Department for Urban Development and the Department for Finance. In addition Oslo has 15 districts that are carrying out environmental tasks at the local level.

Department for Environment and Transport



Department for Urban Development

Department for Finance

District Administrations



3.3 Local project context

Resourceful Cities Oslo is closely linked to several parallel plans and projects in the municipality. The parallel processes are described on the following page, along with additional

programs and synergies that have yet to be explored, but where there is potential.

Plans

Future of consumption – City of Oslo’s strategy for sustainable and reduced consumption 2019-2030

Future of consumption lays out the city’s vision to reduce its climate and environmental footprint through sustainable and reduced consumption, shifting its focus away from purchasing new products to reusing, swapping, upgrading and repairing.

The strategy is built around three focus areas: Facilitation and circular systems; knowledge and engagement, citizens, businesses & cooperation; and municipal enterprises, projects and operation.

Future of consumption states that more collaborative platforms shall be established across the city, between the City of Oslo, the business community, academia and citizens, to build shared competence and solutions for sustainable and circular consumption.

Resourceful Cities has contributed to the strategy by providing an arena for exchange, competence building and innovative collaborations on circular solutions across sectors.

Plan for sustainable and reduced consumption 2022-2025 (annual)

The Future of consumption strategy, with its associated vision and goals, is followed up by a plan (annual) containing relevant measures to intensify the City of Oslo’s work on sustainable and reduced material consumption.

Three measures in the plan are dedicated to Resourceful Cities:

- Coordinate «Oslo’s network for Urban Resource Centres» as part of the URBACT Resourceful Cities project.
- Collaborate with various actors, including the Resourceful Cities network and the INCLUDE research center, in testing and promoting circular models for consumption and swapping.
- Concretize experiences from Resourceful Cities in an action plan aimed at catalyzing circular economy at the local level.

A future local Resourceful Cities network can contribute to the Plan for sustainable and reduced consumption by providing a collaborative platform, by testing circular models for consumption and swapping, and providing inspiration and ideas.

Professional basis for a Thematic Plan for Circular Economy

The professional basis for Thematic Plan for Circular Economy lay the foundation for the City Government’s upcoming circular economy strategy.

The reports states that in order to realize development in a circular direction, the municipality should facilitate cooperation with academia, neighbouring municipalities and private business, and consider financial support schemes for companies in the start-up phase. Furthermore, it states that the municipality can take an active role in creating neutral meeting places where actors from i.a. business and academia, can meet across value chains and sectors.

Resourceful Cities have collaborated with the work group behind the report. A future local Resourceful Cities network can provide an arena for collaboration across sectors and value chains.

Projects

Indicator project to develop sets of indicators for sustainable and reduced consumption

The municipality is developing sets of indicators for the three focus areas in Oslo Municipality's Future of consumption strategy in order to measure progress on the goals set in the strategy.

Resourceful Cities has collaborated with the project through networking activities with ULG members. A future local Resourceful Cities network can contribute to the project by providing input to sets of indicators.

Oslo Trees Project and summer holiday jobs for young people

The Oslo Trees Project has taken the initiative for a large-scale tree planting «dugnad» in collaboration with citizens, developers and businesses. The goal is to plant 100 000 trees by 2030. ByKuben – Oslo Centre for Urban Ecology, cooperates with districts throughout Oslo on summer holiday jobs for young people planting trees.

Resourceful Cities has provided summer holiday jobs for young people in collaboration with the Oslo Trees Project and districts in Oslo.

Area support programs in Oslo Municipality

Area support programs in Oslo Municipality are programs that aim to support vulnerable socio-economical areas by developing better educational and work related services in these areas. Oslo has support programs for three geographically distinct areas: Oslo east, Oslo- inner east, and Oslo south. The methodology for these local support programs are called områdeløft (directly translated into "Area boost"). The area boost methodology describes how the municipality can implement knowledge-based and cross-sectoral initiatives in vulnerable areas through cooperation with the local population and private and public actors.

Resourceful Cities is collaborating with Area boost Trosterud and Haugerud to explore synergies between URCS, circular jobs and vocational education opportunities.

Sustainable furniture procurement in Alna District

As part of Oslo Municipality's Future of consumption strategy municipal enterprises shall actively work to reduce their material consumption through procurement, internal systems and environmental management systems.

As part of the project Circular Resource Centre in Trosterud District (action in the IAP) the district of Alna wants to carry out an innovative procurement. External design companies will help the district in redesigning surplus furniture from the municipality as inventory in their new district administration building.

Through this action Resourceful Cities is exploring how URCS can provide services that help the municipality reduce their material consumption. The action is also closely linked to job creation and vocational education and training.

Potential collaboration partner programs for a future Resourceful Cities network in Oslo:

Smart Oslo

Smart Oslo is the City Government's tool to promote innovation in municipal services and contribute to business development. The scheme is an important tool for creating new jobs and socially beneficial, smart and sustainable services and solutions.

Innovation District Hovinbyen

The innovation districts in Oslo aim to strengthen research-based innovation in the business community in areas such as green transitioning and circular economy.

Start up Service

The Start up Service is an important tool for the municipality's work with social equity and job creation and to get more work excluded citizens into permanent employment. The Start up Service is especially aimed at social and green entrepreneurship in areas in Oslo with socio-economic challenges.



3.4 Challenge to be addressed & SWOT

SWOT analysis of Oslo 's circular ecosystem:

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • High environmental ambitions & awareness among citizens • CE enshrined in policies & strategies • Diversity • Strong local identity • A city in transition, regeneration districts • Front running in Digitalization • Citizen centered urban development • City collaborates with many big companies e.g. IKEA, NESPRESSO etc. • Strong local communities, volunteer sector & a strong democracy • Sharing libraries • Biophilia (Close to nature) • Experience in URC type development • Plentiful resources (People, spaces, ideas, waste products, money) • European Green Capital • Good cooperation with local stakeholders • Internationally connected • Several existing CE initiatives & supports • City open for collaboration & PPPs • Front running green companies • Several districts have earmarked green funds • Schools are engaged and include circular design in curriculum • Strong network on Urban agriculture • High level of trust in public institutions and between people • Municipality / state already in close proximity to the population through its services 	<ul style="list-style-type: none"> • Lack of prioritizations - too many good ideas • Complexity • Consumerism embedded in Norwegian lifestyle • A lot of green washing • Lack of visible link between consumption and environmental damage – lack of awareness of ‘real cost’ of consumerism & everyday products • Tax on repair & high cost of repairs • Loneliness/isolation, particularly in some ethnic minorities & older people • Insufficient value or potential value awareness of local production systems & products & experiences • Lack of skills on repair • Lack of good policies on social housing / real estate market • Changing & transient political agendas • Still not enough incentives for sustainable / circular business models • Lack of eco-design and repairability requirements • Culture of buying from established chains and brands • Lack of knowledge on origin of materials in products • Poor connection to vocational educations • Unclear division of roles and responsibilities for CE in the municipality

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Increasing environmental awareness • Collaboration with private sector • Digital platforms that harvest Big Data • Restrictions on public advertisements • Using technology to bring Circular economy closer to citizens • Empathy Mapping & building • Subconscious environmental awareness • Diverse population = Diverse ideas • Incorporate behavioral theory in service design • Engaging student population • Increasing collaboration with academia and research bodies (education, monitoring, evaluation etc.) • Digital database for re-use products • Storage space for re-use goods • Practical workshops to engage unemployed • Collaboration = dynamism + synergies • Strengthen collaboration within the city administration 	<ul style="list-style-type: none"> • Globalization • Poor communication, business as usual • Lack of «Real» participation methods • Language barriers • Polarization • Small city • Centralization on city level • Algorithms in social media driving polarization • Climate change • Threats of «over-communication» • Need to maintain enthusiasm for change + positivity • Political timing and the need to act now • Many empty spaces that are underutilized could lead to further vacancy if left unaddressed • Growing inequalities • The “project disease”- how to ensure URCs and circular jobs outside municipal projects

Below is a list of local challenges identified by the ULG during the analysis of Oslo 's context

- Silo mind set in the municipality. Different parts of the organization is “restricted” to their mandate
- Risk aversion in the municipality relating to cooperation with actors outside the municipality
- Conflict in relation to the procurement regulations and cooperation with local and / or private initiatives
- No structure in the municipality to support citizen initiatives and solutions, beyond project support schemes
- Entrepreneurs and start ups rely too much on temporary financial support schemes
- No established structures/guidelines in the municipality for collaboration with the Norwegian Labour and Welfare Administration (NAV) at the local level on the facilitation of jobs and work practice
- The municipality lacks experience of connecting vocational education and training to URCs
- Insufficient overall communication of URCs and related initiatives in the municipality
- Lack of data (on resources/waste, market/users etc)

3.5 Summary table of relevant policies

EU	LOCAL
<ul style="list-style-type: none"> • DIRECTIVE (EU) 2019/904 OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 5 June 2019 on the reduction of the impact of certain plastic products on the environment • DECISION (EU) 2018/853 OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 30 May 2018 amending Regulation (EU) No 1257/2013 and Directives 94/63/EC and 2009/31/EC of the European Parliament and of the Council and Council Directives 86/278/EEC and 87/217/EEC as regards procedural rules in the field of environmental reporting and repealing Council Directive 91/692/EEC • The European Green Deal • EU Circular Economy Action Plan 	<ul style="list-style-type: none"> • Our City, our Future – The social element of the municipal master plan for Oslo - Vision, objectives and strategies towards 2040. A greener, warmer and more creative and inclusive city. • Future of consumption – City of Oslo’s strategy for sustainable and reduced consumption 2019 - 2030 • Oslo ’ s Action Plan for Sustainable and Reduced Consumption 2022 - 2025 (revised annually) • Oslo Municipality Budget and economic plan 2022-2025 • Action Plan to Reduce Plastic Pollution in the Oslo Fjord 2019 - 2020 • Climate Strategy for Oslo Towards 2030 • Oslo ’ s public procurement strategy • “Campus Oslo”, an overarching plan for the development of Oslo as a knowledge capital <p>Planned or on the way:</p> <ul style="list-style-type: none"> • Thematic Plan for Circular Economy / circular economy strategy
NATIONAL	
<ul style="list-style-type: none"> • White Paper on waste policies in a circular economy – Ministry of Climate and Environment • Act on protection against pollution and on waste • Norway ’ s strategy for developing a green, circular economy 	

4. Vision & focus area description

Each year the City Government in Oslo prepares a budget document and an economic plan for the next five year period (2022 - 2025). The document describes the prioritized areas and political visions and allocated budget for all sectors and departments in the municipality. In addition, the document describes the municipality's climate budget, a tool that shows where to cut emissions and who is responsible. In order for a

topic, action or project to be prioritized at an administrative level, it must first be prioritized in the budget document.

In the City Government budget 2022 and economic plan 2022 - 2025, five focus areas are highlighted in the long term vision for the municipality. Oslo's vision followed by the four focus areas are illustrated below:



Oslo Resourceful Cities' ULG have created a short list of desired changes at the local level as a result of implementing potential IAP actions.

- Increase in activity and diversity of Urban resource centres and related initiatives in Oslo
- Creating an Urban Resource Centre in Trosterud district
- Gather insight into barriers and solutions when establishing URCs or related initiatives – and to develop a handbook that guide citizens, entrepreneurs and the municipality in steps for establishing URCs or initiatives that aim to contribute to sustainable and reduced consumption.
- Carry out collaboration with the Norwegian Labour and Welfare Administration (NAV) and educational institutions on work and vocational education and training
- All information on URCs and or initiatives that aim to contribute to sustainable and reduced consumption is shared on a common communication platform for the city
- Test new schemes or digital platforms that can facilitate data sharing – changing waste into resources

Oslo Resourceful Cities' ULG proposes seven actions (organized into four categories) that can be implemented. Implemented along with other processes in the municipality, they present a holistic system that can contribute to circular change, job creation and innovation.

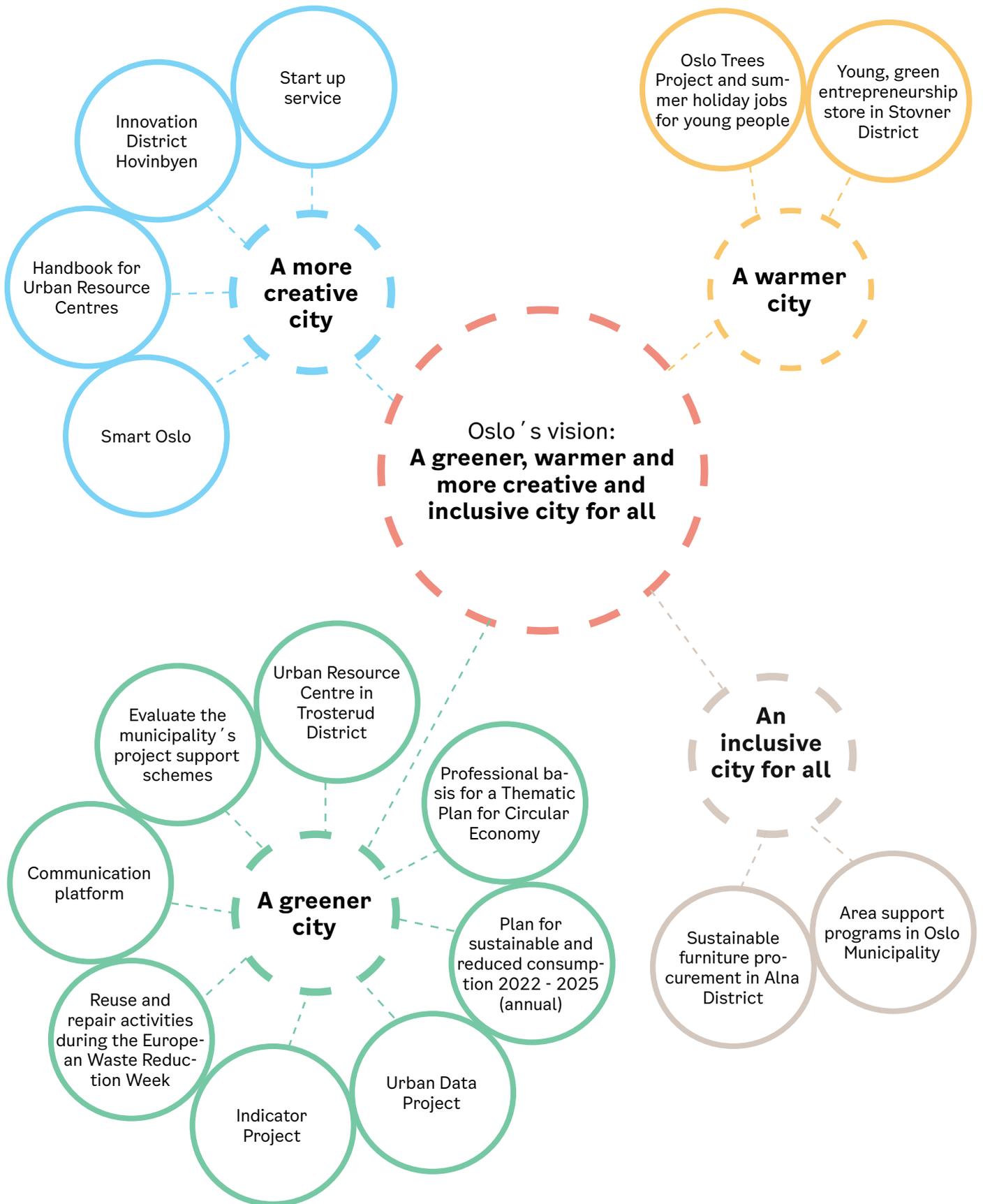
The four categories are:

Place based*	Public services
Strategic	Activities & Events

* A physical place providing services in a specific geographical area.

The seven actions are:

1 Handbook for Urban Resource Centres	2 Urban Resource Centre in Trosterud District
3 Young, green entrepreneurship store in Stovner District	4 Evaluate the municipality's project support schemes
5 Communication platform	6 Urban Data Project
7 Reuse and repair activities during the European Waste Reduction Week	



5. Process of developing this IAP

5.1 Oslo URBACT Local Group (ULG)

The Resourceful Cities Oslo URBACT Local Group (ULG) members represents local actors and stakeholders that have been involved with Resourceful Cities during the project period. Some stakeholders have taken an active part throughout the project period while others have been involved in network activities as part of the project.

It was decided early on that the Oslo ULG would have a strong participation from the municipality with specific focus on the Department for Environment and Transport.

The ULG consists of four main categories:

- Public/ municipal - Agencies, units, districts, area boost, and public servants within Oslo municipality
- Private - local actors in Oslo active in the project
- Civil society- young people in holiday jobs, citizens and associations taking part in network activities during the project
- Academia - during the project research institutions have arranged workshops and carried out studies where members of the ULG have participated and contributed

Overview of Oslo 's ULG structure

Public/ municipal:

- The Agency for Waste Management
- ByKuben – Oslo Centre for Urban Ecology
- The Agency for Urban Environment
- The Agency for Improvement & Development
- Green Municipality
- Alna District/ Area boost Trosterud and Hagerud
- Sagene District
- Alna Renovation and Technical Central
- The Norwegian Labour and Welfare Administration (NAV)
- The Penal Care
- The youth club Blokk 58
- The youth club Trosterudklubben
- Stovner High School
- The Oslo Trees Project and summer holiday jobs for young people

Private:

- Go Good
- Lif laga
- The Neighbourhood Factory
- Møller Real Estate
- Stovner Centre Citycon
- Circular Ways
- Rinato
- Askim Apple and Berry Press

Civil society:

- Young people
- Fagerholt and Stubberudlia Housing Associations
- Kindergardens at Trosterud
- Dr. Dedichens Green Square
- Friends of the Earth Norway

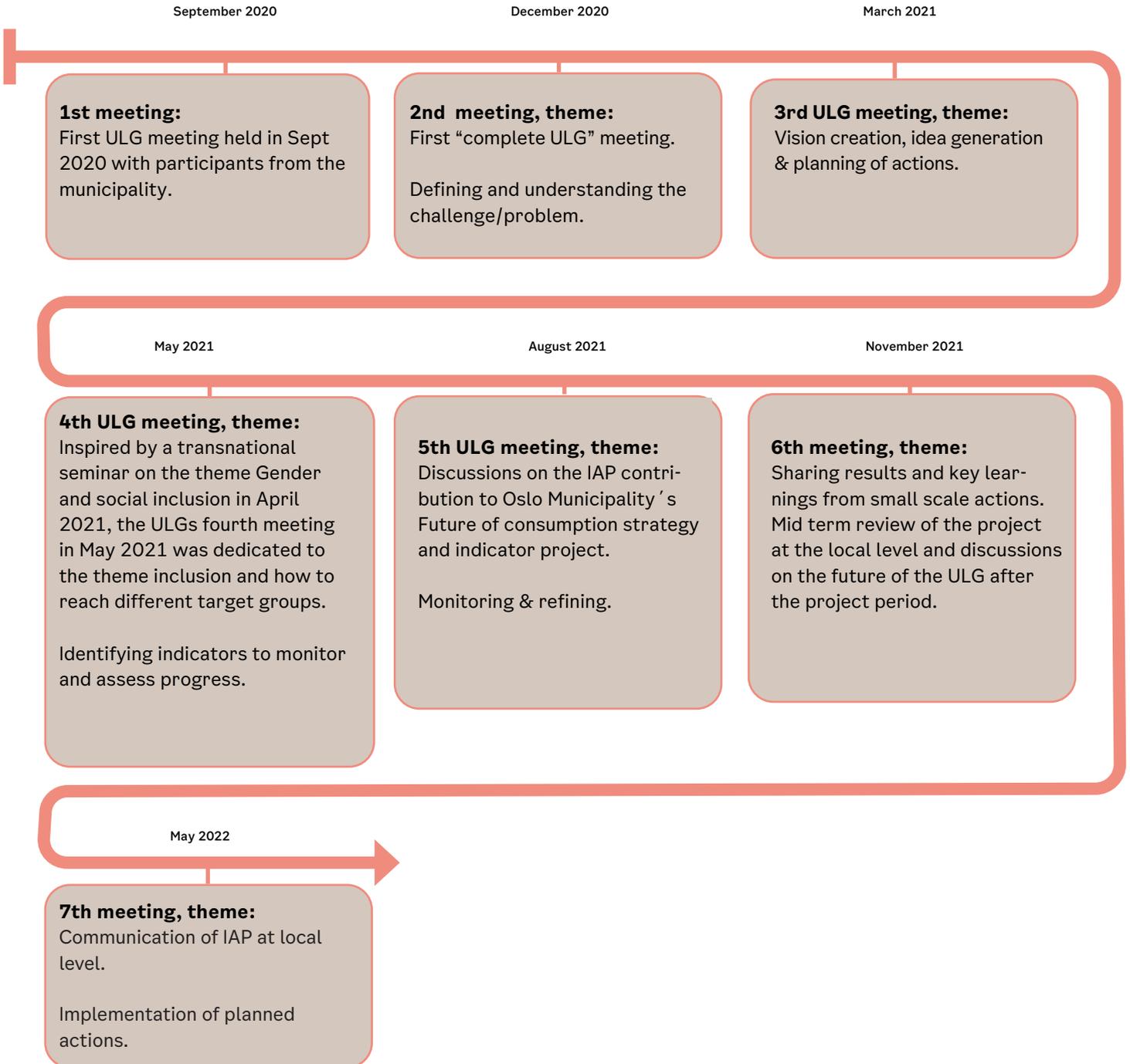
Academia:

- The University of Agder
- Indicator project (research partners in the project are Cicero, Norwegian Institute for Sustainability Research (Norsus) and Oslo Metropolitan University).

5.2 Network meetings

There have been six network meetings with the ULG, with a seventh meeting scheduled for May 2022. As a consequence of the Covid pandemic, all except one network meeting were conducted digitally, which has had a somewhat limiting effect on the work of the ULG.

A series of transnational meetings have been conducted in between local ULG meetings, enabling a feedback loop of information and inspiration between the two levels.



6. Learning from Small Scale Actions undertaken during the Resourceful Cities Project

Two small scale actions (SSAs) were carried out during the project with the aim of testing out ideas on a small scale before committing large amounts of time and money to the action on a larger scale.

IDEA	1. Testing a collaborative model for a Circular Resource Centre in the Trosterud District of Oslo
MAIN OBJECTIVE	The SSA aimed to reduce waste by prolonging the life of existing objects and to create an outdoor bench as part of a project- Pilot for Circular Resource Centre at Trosterud District of Oslo. Through the activity the municipality wanted to test the feasibility of carrying out reuse and repair activities in a stable where the circular resource centre will be established, and of collaboration with young people (recruited through the Norwegian Labour and Welfare Administration (NAV) and other local partners.
BACKGROUND & INSPIRATION	Inspired by Lindeberg Mini Recycling Station and a feasibility study undertaken by Alna District and the Agency for Waste Management, the municipality seeks to establish a Circular Resource Centre including a Mini Recycling Station in a stable at Nedre Trosterud farm in Trosterud district. The concept seeks to increase circular consumption, reuse and repair, provide job opportunities for young people and other target groups while improving the attractiveness, activity and safety of the environment for the local population in the Trosterud District.
LEAD ORGANISATION	Alna District/ Area boost Trosterud and Haugerud, the Agency for Waste Management
KEY PARTNERS	Norwegian Labour and Welfare Administration (NAV), young people, Alna Renovation and Technical Central, Circular Ways, Stubberudlia and Fagerholt Housing Associations, Dr. Dedichens Green Square, Friends of the Earth Norway.
MONITORING INDICATORS	<ul style="list-style-type: none"> • Amount of waste reused • Number of recruited youths • Number of collaborations with local partners
RESOURCES & BUDGET	€ 8000
DURATION	1 week (October 2021)
RISKS & MITIGATION MEASURES	<p>This is a low level risk</p> <p>R: Lack of sufficient materials from the recycling station.</p> <p>M: Back up materials from a second hand shop for building materials.</p>
RESULTS & KEY LEARNING	<ul style="list-style-type: none"> • 350 kg wood reused • 5 youths employed • 3 collaborations with local partners <p>Through collaboration with NAV and other local partners in the autumn of 2021, the project gained a good basis for continuing the work of exploring and formalizing an operational model for a circular resource centre at Trosterud.</p> <p>The SSA confirmed proof of concept, and that it is possible to achieve great results with limited time at hand and with limited resources.</p>
IMPACT ON THE IAP	<p>As a result of the successful SSA, the participants have been asked to design and produce furniture for the new district administration building in Alna District. Youths will be hired to produce the furniture together with two external design companies.</p> <p>The long term plan is to establish a production line of redesign and repair of furniture and offer job opportunities or work training as part of the Circular Resource Centre at Trosterud.</p>



SSA IDEA	2. TRIALLING THE DEVELOPMENT OF A NEW EMPLOYMENT & TRAINING PROGRAMME FOR YOUNG PEOPLE, IN THE STOVNER DISTRICT, USING THE PRODUCTION OF WOODEN CRATES FROM WASTE PICKED UP AT THE RECYCLING STATION
MAIN OBJECTIVE	The SSA sought to limit waste by developing a circular product and to explore the potential of a market for a circular product. The intention was to design an activity that would encourage young people to feel their value, to feel empowered and to experience that they can have an important role in both society and working life. By making the crates in a circular way, the young people will “learn by doing”, and see that it is possible to create sustainable products while earning an income.
BACKGROUND & INSPIRATION	The idea behind Lif laga was developed by local devotee Åsmund Gylder in 2016, and through Stovner Youth Councils wish to contribute to integration of young asylum seekers. The initiative seeks to increase collaboration between people and generations and create work practice and job creation for young people. In addition Lif laga aims at being a showcase and shop for different green projects and initiatives in Stovner District.
LEAD ORGANISATION	Lif laga, ByKuben – Oslo Centre for Urban Ecology
KEY PARTNERS	Stovner Centre Citycon, the Agency for Waste Management, Stovner High School, young people and youths (the youth club Blokk 58), Aschim Apple and Berry Press.
MONITORING INDICATORS	<ul style="list-style-type: none"> • Number of recruited youths • Number of crates produced (target of 500)
RESOURCES & BUDGET	Approx. € 1950
DURATION	11 months (January - December 2021)
RISKS & MITIGATION MEASURES	<p>This is a low level risk</p> <p>R: Lack of right types of materials from the recycling station.</p> <p>M: Put up a poster in the recycling station with information on the types of materials needed, and/or picking up materials from other recycling stations.</p> <p>R: Closed physical market places due to Covid-19.</p> <p>M: Digital marketing or find relevant partners that can help selling the products or link them up with big companies.</p> <p>R: Covid-19 postponing activities.</p> <p>M: Use digital platforms to cooperate online or plan workshop in accordance with the latest regulations of events.</p>
RESULTS & KEY LEARNING	<ul style="list-style-type: none"> • 580 reuse boxes produced • 15 youths employed during six weeks. 5 youths employed during three weeks. In addition, volunteer youths run the store weekly - up to 4 days a week. <p>The action proves this as a viable, impactful and well-functioning operational model for youth job creation, especially through good collaboration with the Norwegian Labour and Welfare Organization (NAV) and the Penal Care. The reused wooden crates have provided a practical means of raising awareness of the value of the circular economy and bringing it to life for young people. The resources were local, easily accessible and the results concrete. Many of the young people reported feeling inspired and some reported that they want to start their own business.</p>
IMPACT ON THE IAP	Thanks to the success of this trial, Lif laga wants to develop their circular products sold at their own youth- driven store at Stovner with a view to inspire other districts to replicate and scaling up similar projects elsewhere.

7. Planned Actions



IDEA	CIRCULAR RESOURCE CENTRE IN TROSTERUD DISTRICT
MAIN OBJECTIVE	To establish a Circular Resource Centre in Trosterud District in Oslo
VISION	The municipality cooperates with local partners and citizens in developing and operating a circular resource centre that stimulates increase in circular consumption, repair and recycling, and provides job opportunities and vocational education and training for young people and other target groups.
LEAD ORGANISATION	Alna District, the Agency for Waste Management
KEY PARTNERS	The Norwegian Labour and Welfare Administration (NAV), local services, voluntary associations and citizens.
MONITORING INDICATORS	<ul style="list-style-type: none"> • Amount of waste reused or recycled • Number of recruited youths • Number of formalized agreements with local partners (eg. NAV, educational institutions) • Number of reuse and repair related events & participants attending
DATA SOURCE	Alna District and Agency for Waste Management
CITY COUNCIL FOCUS AREAS	A greener city
ESTIMATE OF COSTS	€ 572041
RESOURCING	Regional innovation funds, municipal funding, national support scheme
TIMESCALE	2022 – 2023 – implementation
STATUS	Implementation
RISKS & MITIGATION MEASURES	<p>R: The biggest risks are related to the operating model and distribution of responsibilities, as well as financing after the project period. The premises are old and future financing for upgrading the building is uncertain.</p> <p>M: We use the project period to test new operating models in practice. A short time horizon on the building indicates a testing period that will provide insight that can be built on in the next phase of the project.</p>
INSPIRATION	Lindeberglokalet, H2 (Alna District), Asker Municipality.

ACTION DESCRIPTION	RESPONSIBLE	KEY PARTNERS	TIMESCALE	RESOURCES
Feasibility study	The Agency for Waste Management, Alna District		2021 (completed)	Municipal budget
Carry out technical condition assessment, upgrade and furnish of premises, clarify use permit and enter into a lease agreement.	The Agency for Waste Management, Alna District		2021 - 2022	Regional innovation funds
Establish a Mini Recycling Station and work shop in the stable at Nedre Trosterud farm	The Agency for Waste Management, Alna District		2022	Regional innovation funds
Create an outdoor bench from recycled materials / pop up workshop with young people	The Agency for Waste Management, Alna District	The Norwegian Labour and Welfare Administration (NAV), young people, Alna Renovation and Technical Central, Circular Ways, Stubberudlia and Fagerholt Housing Associations, Dr. Dedichens Green Square, Friends of the Earth Norway.	2021	Regional innovation funds
Carry out assignment - upcycling of surplus furniture from Alna District with youths and designer (small scale test)	Alna District	Trosterud Youth Club, Circular Ways, Rinato, The Agency for Waste Management	2022	Municipal budget
Carry out assignment - upcycling of surplus furniture from Alna District. Procure design assistance through innovative procurement process.	Alna District	Hired designer, the Agency for Waste Management	2022	National support scheme
Recruit personell for operation of Mini Recycling Station and work shop	Alna District, the Agency for Waste Management	The Norwegian Labour and Welfare Administration (NAV)	2022	Municipal budget
Explore co-operation and co-location of circular resource centre in collaboration with local services, voluntary associations and citizens	Alna District, the Agency for Waste Management	Local services, voluntary associations and citizens.	2022-2023	Municipal budget
Final report with evaluation of model. Share report with other districts or cities.	Alna District, Agency for Waste Management		2022	Municipal budget





IDEA	HANDBOOK FOR URBAN RESOURCE CENTRES
MAIN OBJECTIVE	Develop a handbook that guide citizens, entrepreneurs and the municipality in steps for establishing URCs or initiatives that aim to contribute to sustainable and reduced consumption. Using insight from the ULG as part of the basis for the handbook.
VISION	To increase activity and diversity of Urban Resource Centres and related initiatives including private – public collaboration in Oslo.
LEAD ORGANISATION	The Agency for Waste Management
KEY PARTNERS	ByKuben – Oslo Centre for Urban Ecology, the Agency for Urban Environment, Alna District / Are boost Trosterud and Haugerud, entrepreneurs, the voluntary sector, citizens.
MONITORING INDICATORS	<ul style="list-style-type: none"> • Launch of handbook • Increase in number of Urban Resource Centres and related initiatives in Oslo
DATA SOURCE	The Agency for Urban Environment 's database
CITY COUNCIL FOCUS AREAS	A more creative city
ESTIMATE OF COST	Approx. € 6205
RESOURCING	Municipal funding
TIMESCALE	2022 - 2023
STATUS	Idea phase
RISKS & MITIGATION MEASURES	<p>R: Risk of missing out on stakeholder perspectives relevant to the handbook</p> <p>M: Engage a wide set of stakeholders in developing the handbook including “the practioneers” in the municipality and in educational institutions</p>
INSPIRATION	Oslo European Green Capital 2019 - final report

ACTION DESCRIPTION	RESPONSIBLE	KEY PARTNERS	TIMESCALE	RESOURCES
Procure external consultant assistance	The Agency for Waste Management	ByKuben – Oslo Centre for Urban Ecology, the Agency for Urban Environment, Alna District, entrepreneurs, the voluntary sector, citizens	2022	Municipal budget
Arrange work shops with stakeholders	External consultant	The Agency for Waste Management	2022	Municipal budget
Final product (handbook)	External consultant	ByKuben- Oslo Centre for Urban Ecology, The Agency for Urban Environment, Alna District, entrepreneurs, the voluntary sector, citizens	2022 - 2023	Municipal budget
Launch handbook	The Agency for Waste Management	ByKuben – Oslo Centre for Urban Ecology, the Agency for Urban Environment, Alna District	2022 - 2023	Municipal budget



IDEA	YOUNG GREEN ENTREPRENEURSHIP STORE IN STOVNER DISTRICT
MAIN OBJECTIVE	Young green entrepreneurship store in Stovner district in Oslo.
VISION	To become a sustainable green business model based on sales of circular products and young green entrepreneurship, providing a safe platform for young people into the job market.
LEAD ORGANISATION	Lif laga
KEY PARTNERS	The Norwegian Labour and Welfare Administration (NAV), the Penal Care, young people, local services and voluntary associations
MONITORING INDICATORS	<ul style="list-style-type: none"> • Number of recruited youths • Number of circular products produced and sold • Number of formalized agreements with commercial partners
DATA SOURCE	Lif laga
CITY COUNCIL FOCUS AREAS	A warmer city
ESTIMATE OF COSTS	To be verified
RESOURCING	Sales of apple juice, municipal funding
TIMESCALE	2016 -
STATUS	Ongoing
RISKS & MITIGATION MEASURES	Information not available
INSPIRATION	

ACTION DESCRIPTION	RESPONSIBLE	KEY PARTNERS	TIMESCALE	RESOURCES
Develop circular products sold at Lif laga 's own youth- driven store at Stovner with a view to inspire other districts to replicate and scaling up similar projects elsewhere.	Lif laga	The Norwegian Labour and Welfare Administration (NAV), the Penal Care, young people and youths, local services and voluntary associations	2022	Sales of apple juice, municipal funding

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EVALUATE THE MUNICIPALITY'S SUPPORT SCHEMES

Andreas Haugstad / Oslo Municipality

IDEA	EVALUATE THE MUNICIPALITY'S SUPPORT SCHEMES
MAIN OBJECTIVE	Evaluate the support schemes and incentives in the municipality for projects that aim to contribute to sustainable and reduced consumption. Consider using insight from network activities as part of the basis for the evaluation.
VISION	Create incentives for new circular pilot projects, start ups and initiatives in Oslo.
LEAD ORGANISATION	The Agency for Urban Environment
KEY PARTNERS	ByKuben – Oslo Centre for Urban Ecology, the Agency for Climate
MONITORING INDICATORS	<ul style="list-style-type: none"> Evaluate the support schemes and incentives in the municipality for projects that aim to contribute to sustainable and reduced consumption <p>Network activities:</p> <ul style="list-style-type: none"> Review by a social entrepreneur of the municipality's support schemes and website, with recommendation of improvements Arrange two work shops for increased insight on new models for collaboration between citizen initiatives, social entrepreneurs and the municipality
DATA SOURCE	The Agency for Urban Environment, ByKuben – Oslo Centre for Urban Ecology. Consider using insight from network activities as part of the basis for the evaluation.
CITY COUNCIL FOCUS AREAS	A greener city
ESTIMATE OF COSTS	Ordinary operational budget
RESOURCING	Municipal funding
TIMESCALE	2022 - 2023
STATUS	Planned
RISKS & MITIGATION MEASURES	R: Risk of missing out on stakeholder perspectives relevant to the evaluation M: Involving a wide set of stakeholders, including future support receivers
INSPIRATION	Oslo European Green Capital 2019 - final report

ACTION DESCRIPTION	RESPONSIBLE	KEY PARTNERS	TIMESCALE	RESOURCES
Evaluate support schemes and incentives for projects that aim to contribute to sustainable and reduced consumption. Consider using insight from network activities as part of the basis for the evaluation.	The Agency for Urban Environment	ByKuben — Oslo Centre for Urban Ecology, the Agency for Climate	2022 - 2023	Municipal budget
Review by a social entrepreneur of the municipality's support schemes and website, with recommendation of improvements	The Neighbourhood Factory	ByKuben — Oslo Centre for Urban Ecology	2022	Municipal budget
Arrange two work shops for increased insight on new models for collaboration between citizen initiatives, social entrepreneurs and the municipality	ByKuben — Oslo Centre for Urban Ecology	The University of Agder	2022	Support from the Norwegian Ministry og Local Government and Modernization



IDEA	COMMUNICATION PLATFORM
MAIN OBJECTIVE	Develop a proposition for a solution for a common communication platform in the municipality for information on URCs and initiatives that aim to contribute to sustainable and reduced consumption.
VISION	A common platform that will provide information on URCs and related initiatives including strategies, projects, support schemes and bringing forth examples and inspiration.
LEAD ORGANISATION	The Agency for Urban Environment
KEY PARTNERS	The Agency for Waste Management, ByKuben – Oslo Centre for Urban Ecology, the Agency for Improvement & Development and the Agency for Climate
MONITORING INDICATORS	<ul style="list-style-type: none"> • Develop a proposition for a solution for a common communication platform • Interaction with citizens and initiatives through website – visits, comments and information received
DATA SOURCE	The Agency for Improvement & Development
CITY COUNCIL FOCUS AREAS	A greener city
ESTIMATE OF COSTS	Ordinary operational budget
RESOURCING	Municipal funding
TIMESCALE	2022 - 2023
STATUS	Idea phase
RISKS & MITIGATION MEASURES	<p>R: Risk of the communication platform being hard to find or navigate for potential users</p> <p>M: Including potential users in designing the user interface of the communication platform.</p>
INSPIRATION	“Growing Oslo”- Oslo Municipality’s website on urban farming

ACTION DESCRIPTION	RESPONSIBLE	KEY PARTNERS	TIMESCALE	RESOURCES
<p>Develop a proposition for a solution for a common communication platform in the municipality for information on URCs and initiatives that aim to contribute to sustainable and reduced consumption.</p>	<p>The Agency for Urban Environment</p>	<p>The Agency for Waste Management, ByKuben – Oslo Centre for Urban Ecology, the Agency for Improvement & Development and the Agency for Climate</p>	<p>2022 - 2023</p>	<p>Municipal budget</p>



IDEA	URBAN DATA PROJECT
MAIN OBJECTIVE	Gathering “green data” (social data, environmental and climate data) and investigating innovative solutions for sharing the data, and using the data for citizen involvement in urban development. This will be explored in a small scale “digital twin” of a neighbourhood using a parametric 3D model.
VISION	<ol style="list-style-type: none"> 1. Raising people’s understanding of possible consequences and possibilities of urban development. 2. Facilitate a transition from waste to resources: Precise data and metadata is necessary for urban symbiosis to happen – changing waste to resources by knowledge about the value of different biproducts of urban activities.
LEAD ORGANISATION	ByKuben — Oslo Centre for Urban Ecology
KEY PARTNERS	PBE Geodata, educational institutions
MONITORING INDICATORS	<ul style="list-style-type: none"> • Usage of the platform (the digital twin), in numbers of users
DATA SOURCE	Geonorge (the national website for map data and other location information)
CITY COUNCIL FOCUS AREAS	A greener city
ESTIMATE OF COSTS	Survey phase: Approx. € 12.000
RESOURCING	Survey phase: Municipal funding. Later phases likely to be financed by other sources.
TIMESCALE	Survey phase: 2022. Development and user testing phase: 2023 - 2024.
STATUS	Planned
RISKS & MITIGATION MEASURES	<p>R: Sufficiently precise data may be too difficult and/or expensive to acquire. The parametric 3D model may prove too complex to build. The translation of data to the model (the algorithms) may prove too difficult to succeed within the time frame of the project.</p> <p>M: Scaling down the model and the scope of the experiment.</p>
INSPIRATION	The idea for this parametric approach is not something new (the concept was introduced in the off shore industry), but has yet to be implemented in urban development. The Norwegian company Spacemaker has utilized some of these principles in their design tool.

ACTION DESCRIPTION	RESPONSIBLE	KEY PARTNERS	TIMESCALE	RESOURCES
<p>Surveying for ongoing global initiatives, solutions and programs. Planning a possible set up for development.</p>	<p>ByKuben — Oslo Centre for Urban Ecology</p>	<p>The Agency for Planning and Building Services, Geodata, educational institutions</p>	<p>2022 - 2024</p>	<p>Municipal budget</p>



IDEA	REUSE AND REPAIR ACTIVITIES DURING THE EUROPEAN WEEK FOR WASTE REDUCTION
MAIN OBJECTIVE	Arrange events and activities for citizens with a focus on reuse, redesign and repair during the European Week for Waste Reduction.
VISION	Citizens are inspired by diverse activities focussing on reuse, redesign and repair
LEAD ORGANISATION	The Agency for Urban Environment
KEY PARTNERS	ByKuben – Oslo Centre for Urban Ecology, the Agency for Waste Management and districts
MONITORING INDICATORS	<ul style="list-style-type: none"> • Number of activities focussing on reuse, redesign and repair • Number of participants attending
DATA SOURCE	ByKuben – Oslo Centre for Urban Ecology, the Agency for Waste Management and districts
CITY COUNCIL FOCUS AREAS	A greener city
ESTIMATE OF COSTS	€ 20956
RESOURCING	Municipal funding
TIMESCALE	2022
STATUS	Planned
RISKS & MITIGATION MEASURES	R: Information on events may not reach new target groups M: Using several communication platforms including flyers at strategic locations in the city
INSPIRATION	Famalicão ULG 's SSA - "Zero waste market"

ACTION DESCRIPTION	RESPONSIBLE	KEY PARTNERS	TIMESCALE	RESOURCES
Arrange a number of reuse, redesign and repair activities	The Agency for Urban Environment	ByKuben – Oslo Centre for Urban Ecology, the Agency for Waste Management and districts	2022	Municipal budget

8. Looking ahead ...

Oslo needs more arenas and initiatives that can facilitate circular consumption if we are to meet the climate- and environmental goals and strategies set out at local, European and global level. The municipality needs to design its support schemes and incentives to support its circular ecosystem in the most efficient manner.

As of today, many social and green entrepreneurs rely too much on temporary financial support schemes. They face the problem that scaling up seems hard or even impossible, as this stepping up of the game will require investments in tools and infrastructure that are very hard to defend economically. In the long run, it is crucial that the concept of Urban Resource Centers are incentivized through tax and law regulations.

Resourceful Cities Oslo recognizes the need for young people equipped with the skills needed for tomorrow's circular job market. The municipality and the public sector have a special responsibility for investing in

practical vocational education, skilled workers and engineers and linking these to URCs and related initiatives.

This IAP would not be possible without the ULG and each ULG members unique perspective and ways of working. We see the need to continue the diverse Resourceful Cities network in Oslo. The IAP can be a seed for growth and development; there are many unexplored opportunities and synergies ahead of us if we seize the opportunity that lay in network collaboration.

The Oslo Resourceful Cities team would like to express our gratitude to all our partner cities in URBACT Resourceful Cities for their support and inspiration. To our lead partner in Haag Jan Harko Post and lead expert Eileen Crowley: Thank you for your guidance and kind support. We would also like to thank all our Urbact Local Group members for their insightful contribution to the project.





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