

THE MUSIC INDUSTRY

The music industry is both a cultural expression and an independent business sector. It stems from the desire to create experiences for the city's residents but mainly consists of actors running their own enterprises. In Oslo, the music communities are diverse: some artists operate independently, while most depend on supportive frameworks to sustain their work. Music itself is in constant evolution.

Temporariness: For the industry to maintain both **autonomy and stability** — while continuing to attract new talent — conditions must be created that enable development both **temporarily and over time**. This allows new expressions and communities to emerge, contributing to a vibrant and **evolving music city**.



Readiness for Collective Action: Individual actors within the music industry have limited capacity to negotiate frameworks on their own and are rarely met by the municipality or developers through tailored processes. Yet they are creative **entrepreneurs** who achieve a great deal with limited resources. **Stronger organization** could enhance both their capacity and influence.



- Needs:**
- Access to space (square meters)
 - Predictability and freedom
 - Political support
 - Genuine participation in development processes

- Contributions:**
- Creates more than economic value
 - Contributes to urban life, cultural diversity, and creativity
 - Provides social infrastructure that strengthens identity, safety, and quality of life

A VIBRANT MUSIC CITY

- Needs:**
- Clear and relevant projects that align with administrative and planning processes
 - Fulfilment of municipal and societal objectives
 - Contribution to sustainable urban life, identity, and social infrastructure
 - Collaboration on temporariness and flexible use

- Contributions:**
- Key role in enhancing urban life and cultural diversity
 - Can open up spaces and support creative activity
 - Strengthens the municipal master plan's social objectives, as well as the city's identity, safety, and attractiveness

FOUR KEY INSIGHTS

Temporariness as a Framework for Development

The city and its music scene are in constant flux, and there is a need for solutions that create good transitions — not just from one thing to another, but toward something better for more people. Temporary use should not be seen as a pause, but as an opportunity for growth, connection, and cultural innovation. When actors are allowed to test and develop ideas during in-between phases, the city's ability to nurture vibrant environments becomes stronger. This requires a new way of thinking about land use, risk, and planning processes — more like ecosystems than linear projects.

Make Value Visible — and Acknowledge Each Other

Today, the actors are fragmented, often blind to each other's needs and contributions. Collaboration requires both the ability to understand others and the willingness to make one's own value visible. When we make the benefits across music, real estate, and municipal sectors visible, we can build trust and open up new room for action. If we succeed in creating results together and communicating the story, we can start a snowball effect.

Build Connections — Not Just Concepts

Many actors want to collaborate, but initiatives are often random, person-dependent, and not easily accessible. Lasting solutions are created when we act together — not just at the same time. To succeed, actors need information, meeting arenas, and support to build knowledge-based, physical, social, and organizational connections.

Explore the Power of New Communities

Actors differ in power, resources, time, and organization. Yet, communities can become more than meeting places — they can become platforms for new value. By working systematically with temporariness, value creation, and development, we can shape a city that grows from within — with culture as a sustainable force, not just as decoration.

BARRIERS

FRAGMENTATION AND MISSING CONNECTIONS

- The actors know too little about each other.
- There is a lack of meeting places and mechanisms for connection.
- Relationships are person-dependent — making the system vulnerable and arbitrary.

FEAR AND UNCERTAINTY

- Property developers fear that temporary users may become "too successful" and difficult to move out.
- The municipality fears losing control or violating regulations.
- The music industry fears being pushed out of the city without stable frameworks.
- Lengthy administrative procedures slow down progress and hinder innovation.

REGULATIONS AND SYSTEM RIGIDITY

- The Planning and Building Act is not suited to the flexible and dynamic forms of urban development required today.
- The Planning and Building Authority operates through linear procedures — permit, use, closure — leaving little room for dynamic or adaptive processes.
- Lengthy administrative procedures slow down progress and hinder innovation.

ECONOMIC AND TECHNICAL BARRIERS

- Cultural actors find it difficult to compete economically with office and housing projects.
- Requirements for soundproofing, safety, and adaptation make such projects costly.
- While activities may receive funding, the spaces they require often fall outside the scope of support.

LOW VISIBILITY OF VALUE CREATION

- The social value of music — in terms of safety, attractiveness, and identity — is not clearly documented.
- It remains difficult to make the impact of music measurable within development projects.
- There is political willingness, but it requires clearer data, stories, and examples — and these are not being communicated.

LEVEL OF MATURITY

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ENABLERS

WILLINGNESS TO COLLABORATE EXISTS

- All three actor groups — music, property, and municipality — express a clear desire to collaborate more closely.
- There is broad recognition that music and culture create value in urban development.
- There is also a shared understanding that collaboration generates greater value than fragmentation.

LEARNING FROM SUCCESSFUL EXAMPLES

- Learning from Successful Examples
- Examples such as Vulkan, byLarm, and Hovinbyen Circular show that collaboration can lead to lasting success.
- Positive experiences generate political goodwill, legitimacy, and compelling stories.

SMALL, CONCRETE TEST ARENAS

- Small pilot projects can reduce fear and build trust without requiring large investments.
- Temporary initiatives can serve as learning spaces for developing larger and more long-term solutions.

OPPORTUNITIES FOR SMARTER REGULATION

- There are emerging initiatives and shifts within the Planning and Building Authority toward more dynamic ways of thinking.
- Policymakers are increasingly calling for better use of existing spaces and for temporary use as a strategic development tool.

VALUE-BASED COLLABORATION

- The music industry can actively contribute to strengthening neighborhoods through attraction, safety, and identity.
- If the music sector can articulate how it creates social, cultural, and economic value — in the language of developers and municipalities — it becomes a more attractive and relevant collaboration partner.

BUILDING CONNECTORS AND NETWORKS

- Deliberate efforts to create structured connections — bridges, meeting places, and networks — can make relationships more robust and less dependent on individuals.
- Community-building over time can anchor collaboration more deeply than single projects.
- Guidelines and frameworks can be developed based on a shared understanding of needs and capacity to contribute.

PROPERTY DEVELOPERS

Property developers are a diverse group with varying time horizons and value foundations. Some take a long-term approach, aiming to build vibrant urban environments, while others are primarily focused on short-term returns. Music and culture do not generate economic profit on the same level as other industries and therefore require conscious developers who recognize value beyond rental income.

Temporariness: Many buildings are available for temporary use, but both owners and the municipality need greater predictability. The transition from one use to another is often rigid and plan-driven. **More flexible ecosystems** for shared use and growth could provide better solutions — and reduce friction.



Readiness for Collective Action: Individually, developers rarely have the time, capacity, or insight to safeguard the needs of the cultural sector. They can seldom carry the responsibility for preserving the music industry or urban life on their own. At the same time, **larger actors — or those able to organize collectively — are better positioned** to free up capacity, navigate regulations, and make things happen.



- Contributions:**
- Renewal and physical space (square meters)
 - Economic capital
 - Some facilitate urban life
 - Others work to increase an area's attractiveness, safety, and reputation

- Needs:**
- Clear business cases
 - Stability and predictable use
 - Sound adaptation
 - Positive impact on the surrounding area
 - Regulatory flexibility
 - Influence and reputation