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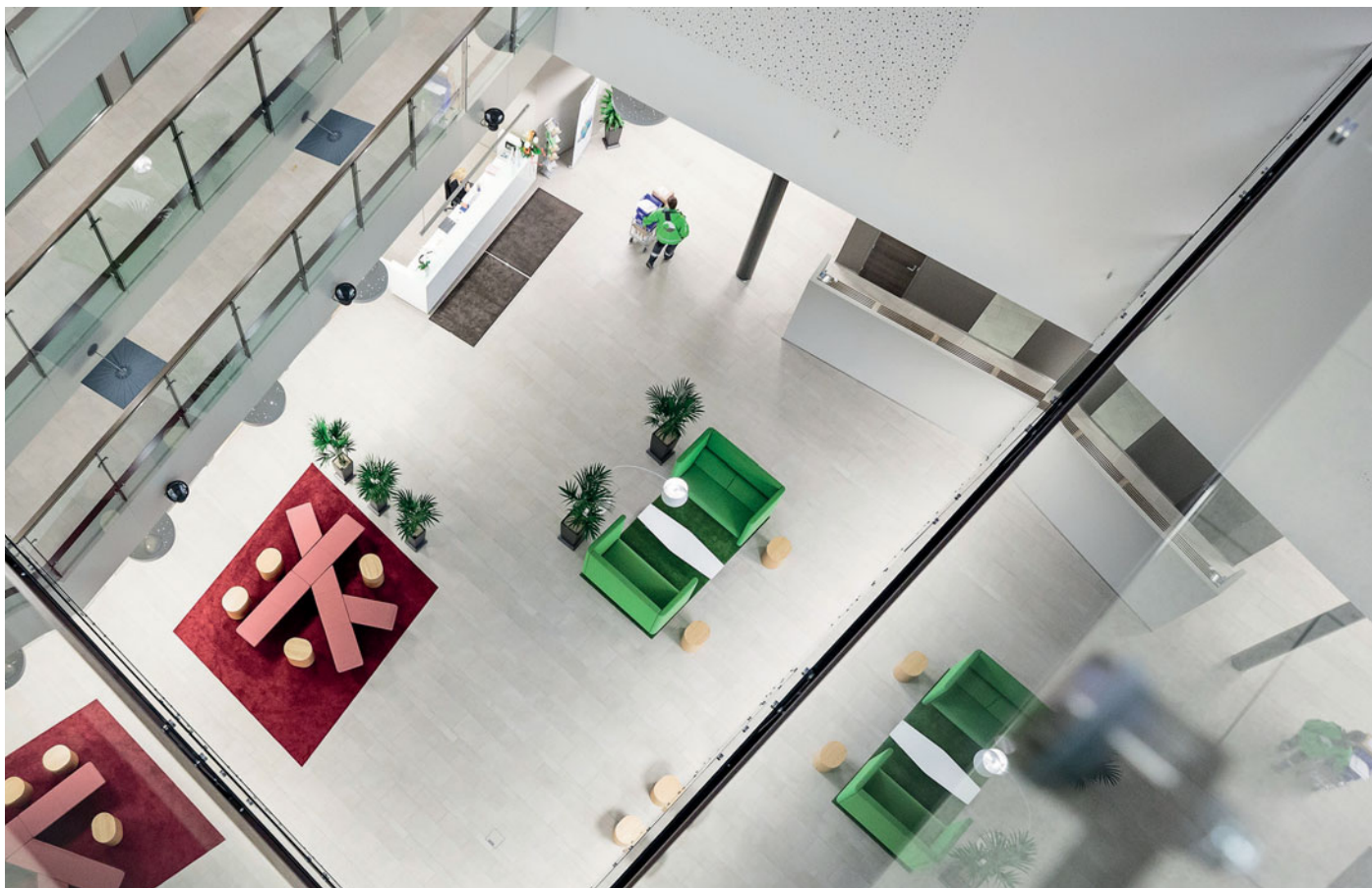
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## Kick-Start My Heart

Start-ups are the big buzz in Finland right now. As traditional industries are struggling, the attention turns to quick-and-nimble hi-tech newcomers with plans for global domination. The fall of Nokia and the rise of Rovio, the makers of Angry Birds, has given many people pause. Looks like content – taken in a broad context – is king once more.

In this issue of NORDICUM, we hear the views of Silicon Valley start-up guru Steve Blank who knows a thing or two about building successful businesses dedicated to fierce growth. During his “active duty,” out of the eight companies he launched, four went public – and two were tremendous moneymakers. On the other hand, two enterprises turned out to be “craters”, in Blank-speak, meaning that they went out of business in spectacular fashion.

The odds-game for start-up survival tells us that only one start-up out of ten has a chance of making it. Blank, on the other hand, retired with a batting average of .75 which means that he is really the master at bucking the odds.

In this issue, we also take a look at the cities who are keen on helping fledgling companies along on their journey. More and more, communities in Finland understand the significance of growth businesses and want to make sure that the start-ups get a fighting chance.

Of course, the mythology comes into play here: according to the Silicon Valley lore, all you need is a vacant garage and a great idea to strike gold. It is true that with the new, mobile ways of working, not all companies need towers made of glass and steel to appear respectable. At the same time, trying to woo venture capitalists in a garage might be a bit of a challenge.

As a consequence, what the new start-ups need – and what smart cities are trying to provide for them – is access to versatile networks and modern, multi-use premises. Bringing like-minded people together will get you results – and getting different-minded people in a room will sometimes yield even bigger results.

At the core of any booming business today, of course, we find innovation. The word itself, however, has worn thin from excessive use: it is hard to find a company that doesn't swear by it. In fact, also all countries bank on the power of innovation. Professor Alf Rehn has remarked that even North Korea believes in success via innovation – which makes you wonder, if the term hasn't lost all its flavour by now.

The key word in Steve Blank's start-up philosophy isn't innovation. It's passion.

*Jussi Sinkko*  
*Editor-in-Chief*

**NORDICUM**

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MAR 2012



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**NIAM**  
WHITEHALL FUNDS

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# contents



Photo: Studio Daniel Libeskind for NCC

Tampere is preparing to kick-start significant projects to energise the city, with a real piece of WOW! architecture being planned right next to the train station. This dynamic supercentre, designed by Daniel Libeskind, is but one of the things in the pipeline for Tampere. **Pages 42–43.**



Photo: Turku Science Park Ltd

Turku puts a new spin on science parks, creating a true innovation campus which bridges academic with corporate – and recreational with residential. The City is also keen on exploring the living trends of the future with some of the best experts in the world. **Pages 44–46.**

02	Editorial
06	The Agenda by Olavi Louko – All Aboard!
08	The Helsinki Spring
09	The Customer Development Manifesto by Steve Blank
12	High Hopes
15	Core Concerns
18	High Times
20	Fantastic Four
21	Total Make-Over
26	Break on Through to the Other Side
29	Metro: The Making Of
32	The Power of Three
35	Suurpelto Gets Going
36	Big Apple Goes Mega
38	New era for Tapiola Centre
39	Best of the Joensuu region – Penttilänranta



Logistics centres are turning into flexible multimodal hubs, and developing into full-blown clusters of their own right. New areas, such as Nurmijärvi's Ilvesvuori, attract companies through great connectivity. **Pages 52–53.**



Lahti has made a name for itself as the champion of both design and cleantech, and continues to attract people and businesses in record-numbers. Still, the best may yet to come, as the redevelopment of key areas in the vicinity of the train station kicks off in earnest. **Pages 56–58.**

- 40** Reinventing Tikkurila
- 42** Reach for the Sky
- 44** Innovations: The Great Fire of Turku in 2013
- 47** Tap into Travel
- 48** Versatility in Trying Times
- 50** Rebound City
- 52** Get Connected
- 53** Ilvesvuori: Great Location, Fast Service
- 54** Cure for the Common Office
- 56** Perfect Match
- 58** Designing Success
- 58** Lab Power
- 59** Listening to the Client Takes Center Stage
- 60** Opportunities for the Brave?
- 62** **Company Business Cards**



# All Aboard!

By Olavi Louko

The writer is Deputy Mayor of the City of Espoo



Photo: City of Espoo / Markku Ojala, Compix

***Espoo is recognised as a prosperous, dynamic city with world-class ICT muscle. Celebrating her 555th birthday this year, Espoo is also home to "innovation university" Aalto. The coming metro connection will take Espoo to the next level.***

**E**spoo is the second biggest city in Finland, with 255,000 inhabitants. It is the western neighbour of Helsinki and an integral part of the Greater Helsinki Metropolitan Region which is formed by 14 municipalities. The distance to downtown Helsinki is about 10-20 kilometres, and the Helsinki International Airport is 25 kilometres away.

Espoo is a community by the sea, with 50 kilometres of shoreline and over 100 islands. In addition, Espoo has plenty of great lakes and untamed nature; for example, in the north, you'll find a spectacular national park.

With regards to urban structure, we have five city centres located along railway tracks and main roads. Over the period of 60 years, the size of Espoo has grown ten-fold. This growth continues at a rate of 4,000 new inhabitants every year. Out of this number, half comes from organic population growth and the rest comes from international residents moving into Espoo.

Even with all the development that has been going on in Espoo over the years, it is important to note that there are still plenty of

opportunities to solidify the urban structure. The metro is the real game-changer here: as there will be 14 more kilometres of metro-line stretching from Helsinki to Espoo, six new metro stations will be launched in Espoo.

The metro will start operations at the end of 2015 and it is likely that it will be extended by another 10 kilometres – and five stations – by 2018.

Metro will increase the land value and attract a lot of commercial, office and residential construction. During the next ten years, one can expect to see investments to the tune of almost 10 billion euros along the metroline. This will have a positive impact on tax revenue, boosting the quality of life for Espoo's residents.

Along the tracks, we find some of the most notable areas in Finland. Keilaniemi is a hi-tech hub which features the headquarters of Nokia, Kone, Microsoft and Fortum. There is still room in this corporate neighbourhood for newcomers, too.

Next to Keilaniemi, there is Aalto University – named after the famous architect Alvar Aalto – which combines technology,

design and business in a new way. The campus area and the surrounding Otaniemi area is developing strongly with eye on R&D, innovation and entrepreneurship.

Next to Aalto and Otaniemi, there is Tapiola, the 60-year-old Garden City. There is new development here that honours the true Tapiola spirit: on top of the metro station there will be a commercial/service centre and a range of high-level apartments with seaside view. A new theatre and museums are also being planned, and sports facilities, too – among them a football stadium.

Moving west, Niittykumpu area will be totally transformed with the advent of the metro station, with business and residential construction. In Matinkylä – which is the end of the line – the metro station will link with the expansion of the Iso Omena shopping centre, and residential development is in the cards here – with a swimming hall / spa in the making, too.

During the years 2014–2018, the metro will push even further on to the western border of Espoo. The Finnöö area will be a home for 15,000 new residents, offering jobs as well. Finnöö will be reinvented as Marina City, a modern, urban area rooted in sustainable development. In Finnöö, you'll find significant natural assets and a sizeable harbour for small boats. There will be high-rise construction here, too, allowing for seaside view.

In addition to Finnöö, also the communities of the other four new stations will undergo intense development.

Not far away from the metroline, there is another nature-loving community. Suurpelto has been under construction for a few years, with more development to follow. The target is set at over 10,000 residents and thousands of jobs.

Life along the railway tracks is looking good, too. Only a ten minute train ride from downtown Helsinki, Leppävaara already boasts 50,000 residents and the commercial, office and residential development shows no signs of slowing down. Also the Espoo Centre, located along the very same tracks, is a large city centre which has embraced development lately.

With all these changes, Espoo is making sure that it will become an even more attractive place to live – from the point of view of both people and companies, nationally and internationally. ●



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# The Helsinki Spring

***Straight up:*** serial entrepreneur Steve Blank discusses what's right with the Finnish start-up scene – and, more relevantly, what's wrong with it

*Last September, U.S. start-up expert Steve Blank spent three weeks in Finland teaching and speaking to thousands of entrepreneurs, venture capitalists, government officials and even ministers. A year later, Blank remains convinced that Finland has the potential to become a start-up hub as long as the country develops a long-term strategy for venture investing.*





**D**uring his visit, Blank found a whole lot of smart, passionate entrepreneurs in Helsinki who are serious about building a start-up hub in the pocket-size metropolis.

“The biggest strength of Finland is the tremendous enthusiasm of the entrepreneurs,” he says.

“I met a lot of very smart, talented, creative people – in fact, some of the finest start-up entrepreneurs in the world are to be found in Finland.”

### Despite the Best of Intentions

One of the challenges they face, Blank says, comes from the Finnish government, which is trying to help, but gets in the way.

“We have a situation here, where government bureaucrats – who couldn’t run a lemonade stand in the real world – make investments on companies, trying to pick winners with absolutely no competence.”

Blank points out that it is hard enough to pick which existing companies with known business models you’re supposed to aid. Yet Tekes, the Finnish Funding Agency for Technology and Innovation, does that – and is trying to act like a government-run Venture Capital firm, directing considerable funds to the chosen ones.

“Tekes is the elephant in the room no one is talking about,” he says.

### Product of the Environment

According to Blank, Tekes has ended up competing with – and pretty much stifling – the nascent Finnish VC industry, indiscriminately handing out checks to entrepreneurs as an entitlement. (Blank acknowledges that Tekes is very much a product of its environment: the government plays a similar role in all aspects of Finnish life.)

“Trying to create a successful start-up ecosystem with this type of policy is of no use. This government experiment where you try to build from top down is failing,” Blank says.

Blank is convinced that Tekes lacks a long-term plan of what the Finnish government’s role should be in funding start-ups. Blank’s suggestion is simple enough: the government might want to consider putting themselves out of the public funding business by using public capital to kick-start private venture capital firms, incubators and accelerators. This transition should be carried out in five to ten years, Blank believes.

### Wanted: A Fighting Chance

Blank sees great potential for Finnish start-ups: There are thousands of excited students at “innovation university” Aalto alone, and the Uni is working hard to become an outward facing institution, encouraging students to think big. The students have taken the lacklustre image of the Finnish entre-

## The Customer Development Manifesto by Steve Blank

What is a start-up? A start-up is a temporary organisation designed to search for a repeatable and scalable business model. Here’s how you do it:

- there are no facts inside your building, so get outside
- pair customer development with agile development
- failure is an integral part of the search for the business model
- if you’re afraid to fail, you’re destined to do so
- iterations and pivots are driven by insight
- validate your hypotheses with experiments
- success begins with buy-in from investors and co-founders
- no business plan survives first contact with customers
- not all start-ups are alike
- start-up metrics are different from existing companies
- agree on market type – it changes everything
- fast, fearless decision-making, cycle time, speed and tempo
- if it’s not about passion, you’re dead the day you opened your doors
- start-up titles and functions are very different from a company’s
- preserve cash while searching. After it’s found, spend
- communicate and share learning
- start-ups demand comfort with chaos and uncertainty

preneur from the decades past and rebranded entrepreneurs as “the new rock stars.”

One example of this biz revolution is Aalto Entrepreneurship Society (Aaltoes), an independent, privately funded student and post-graduate led community initiative founded in 2009. Aaltoes encourages high-tech, high-growth, scalable entrepreneurship, while building a tight start-up network in Northern Europe. These students believe in grassroots action, self-initiative and lean practices – and the power of the positive.

Aaltoes brings business-minded youth in touch with role models such as Steve Blank, and assists fledgling businesses to find the tools and the resources they need to get started. By creating a strong, internationally-oriented community and a supportive culture, Aaltoes believes that greatness will follow.

### Slushmania

Most of the Aaltoes events and operations take place at Aalto Venture Garage located at the Aalto University campus. However, as start-up conference Slush rolled around in November 2012, the kids needed a bigger place to show their stuff. More than 3,000 visitors, including about 500 start-up companies and 200 investors, gathered at Kaape-litehdas just off downtown Helsinki.

Slush 2012, the largest tech, design and start-up conference in Northern Europe and Russia, was organised by Startup Sauna, an Aalto University affiliate. The event was opened by Jyrki Katainen, the Prime Minister of Finland, and was attended by some of the world’s most influential technology entrepreneurs and investors including Jason Chin, Aydin Senkut, Esther Dyson and Ike Lee.

The changing of the guard was apparent in the Prime Minister’s comments, too, as he analysed that traditional industries may never recover their former foothold in Finnish economy and society – and this type of new, growth-oriented entrepreneurship may well be the way of the future.

### From Fool to Cool

According to Steve Blank, previously there was a notion in Finland that entrepreneurs were “weird” in one way or the other.

“Now the feeling is that entrepreneurs are respected and rather well thought of – and starting your own company has become a cool thing to do,” Blank says. Also, the core infrastructure for launching and running your own business has become so much cheaper, thanks to technological marvels such as cloud services.

“It doesn’t cost as much to start your



company now as it used to,” says Blank who got his start in Silicon Valley in the late 70’s.

Creating a start-up ecosystem requires more than a few growth-minded companies, however. Blank acknowledges that while the Finnish start-up scene has given the world quality companies – the list runs from F-Secure and MySQL to Rovio and Supercell – it’s not clear yet whether the number of start-ups in Helsinki is sufficient to truly ignite.

“I feel like it’s getting there: the ecosystem is taking shape, being built from the ground up.”

### The Shadow of the Nanny State

Still, Blank doesn’t hesitate to call this blossoming cluster “a miracle” since what makes Finland such a wonderful place to live and

raise a family may, in all likelihood, work against its efforts to become a start-up hub. How come?

Blank explains that Finland’s culture makes risk-taking and sharing difficult. The built-in safety nets in nearly all parts of a Finn’s life – health insurance, free college tuition, unions, collective bargaining, fixed work hours – makes entrepreneurs afraid to take a gamble and fail; and failure is the key to building a start-up.

Blank gives an example: employees in an early stage start-up expect to work normal hours, to get paid a regular salary, and they wouldn’t dream of asking for equity. (The same as mom and dad in their nine-to-fives.)

“Here in Silicon Valley, we encourage risk and accept failure. You know what we call a failed entrepreneur here? Experienced,” Blank says.

### Cut the Net

Another trend Blank observes in Finland is the national tendency to rally around one company and imitate everything it does. In Finnish business, for the longest time, that company was Nokia, but as the mobile phone giant has hit hard times, the torch has been passed on to Rovio, the maker of Angry Birds.

“Companies trying to mimic what someone else is doing are bound to fail. Look at Rovio, they didn’t set out to be the ‘next Nokia’,” he points out.

“The next success story will always be something nobody’s thought of yet.” ●

*Sami J. Anteroineen*



## Portrait of a Serial Entrepreneur: Steve Blank

**B**lank had a life-altering experience during the Vietnam War while he was repairing fighter plane electronics in Thailand. As a nineteen-year-old technician, Blank saw fighter planes take off every day with bombs hanging under their wings. The ultimate lesson of war finally hit the teenager at full force as he understood that not all planes were coming back.

Returning to the States, Blank arrived in Silicon Valley in 1978 as boom times began – and was soon on his way to becoming a fearless serial entrepreneur. (Not bad from someone who, according to his own admission, might have been chosen “least likely to succeed” in his high school class.)

Still, things didn’t always go smoothly in the start-up land – Blank would get yelled at, run out of money and get stuck being on both ends of stupid decisions – but after the war, he knew how to put those things in perspective. Entrepreneurship is hard, sure – but you can’t die.

Blank joined his first of eight start-ups including two semiconductor companies, Zilog and MIPS Computers; Convergent Technologies; a supercomputer firm, Ardent; peripheral supplier, Super-Mac; a military intelligence systems supplier, ESL; Rocket Science Games. Blank co-founded startup number eight, E.piphany, in his living room in 1996.

When NORDICUM asked Blank, which one of his eight “babies” were the most memorable ones, Blank was quick to respond: number seven and number eight. For Rocket Science Games, Blank corralled 30 million dollars of VC money and went out of business in a spectacular fashion. After this “unlucky seven,” he was able to rebound and collect another 12 million dollars from investors who hadn’t lost their faith on Blank’s ability to pick the winners.

The result: E.piphany proved to be a massive dot-com bubble home run which resulted in an IPO to the tune of two billion dollars.

After 21 years in eight high technology companies, Steve Blank retired in 1999. Leaving the trenches behind, Blank walked away with a realisation that a start-up is a different animal altogether. In his view, start-ups are not small versions of large companies: large companies execute business models, but start-ups, instead, search for them.

As Blank realised that start-ups need their own tools – different than those used to manage existing companies – he set out to create some handy instruments. Blank’s first tool for startups, the Customer Development methodology, spawned the Lean Startup movement. The fundamentals of Customer Development are detailed in Blank’s first book, *The Four Steps to the Epiphany* (2003).

His second book, *The Startup Owner’s Manual*, was published in March 2012. It is a step-by-step guide to building a successful company that incorporates the best practices, lessons and tips of the start-up scene.

Blank teaches Customer Development and entrepreneurship at Stanford University, U.C. Berkeley Haas Business School and Columbia University, and his Customer Development process is taught at universities throughout the world. In 2011, the National Science Foundation adopted Blank’s class for its Innovation Corps (I-Corps), training teams of the nation’s top scientists and engineers, to take their ideas out of the university lab and into the commercial marketplace.

In 2009, Blank earned the Stanford University Undergraduate Teaching Award in Management Science and Engineering; that same year, the San Jose Mercury News listed him as one of the 10 Influencers in Silicon Valley. In 2010, he earned the Earl F. Cheit Outstanding Teaching Award at U.C. Berkeley Haas School of Business.

In 2012, the Harvard Business Review listed Blank as one of the “Masters of Innovation”. ●

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# High Hopes

## Helsinki wants to go vertical – but which of the 50 high-rise projects are truly viable?

*After decades of existence close to the street level, the Daughter of the Baltic is seeking the high life. High-rise construction is the talk of the town all around the Helsinki Metropolitan Area, with authorities nodding approvingly. The critics' camp is in an uproar, complaining that the city profile will be sacrificed to the corporate altar. With 50 tower projects in the works in Helsinki alone, one is right to ask: what's going on?*

**F**irst of all, while the number of tentative projects is large (at least for a city of Helsinki's size), it is likely that only a handful will ever materialise. The other thing, then, is that the key historic areas will remain off limits to construction – there will be no skyscrapers taking off from the Senate Square.

The City has, however, given a green

light for construction to seaside areas which were formerly housing port/industrial functions. As port operations have moved to the Eastern Vuosaari harbour, attractive waterfront areas are now open for development – and tower construction is a viable option, since it allows tight community structure.

High-rise construction is a Central European trend which has been waiting for a

long time to make its mark here. The former harbour areas – Kalasatama and Jätkäsaari – seem like perfect pilots for the City to go vertical.

### **Kalasatama Goes Manhattan**

Located in eastern central Helsinki, Kalasatama centre is the single most significant



construction project in Helsinki in this decade. Thanks to excellent transport connections, Kalasatama centre is close to core downtown area, and provides a good example of a sustainable community. The developer here is SRV which is in the habit of delivering high-profile projects – such as the downtown Music House or Kamppi Centre. Construction started in 2011 and is expected to go on for 20 years.

The show-stopper in the mix is the "eight-pack", an octet of high-rise towers forming the base of Kalasatama Centre. SRV will build flats in six of these buildings, the highest of which will extend to over 120 metres. The houses will be built on a park deck so that even the ground floor of the buildings will rise above the other buildings surrounding the centre of Kalasatama.

Both the height and location of the houses make them a unique residential project in Finland and also the housing technology represents latest innovations. In this project, the future inhabitants will be included in the planning at an early stage to enable discussion concerning new kinds of residential needs.

Urban living of this kind is unprecedented in Finland and the idea is to attract well-to-do people for residents. The first flats will be completed mid-decade and the last will be completed at the turn of the decade. According to the plans, flats are offered for various life stages and come with varying levels of amenities.

### **Towering Hotel for Jätkäsaari?**

Jätkäsaari, located just a stone's throw west from Helsinki downtown, is supposed to house at least one giant. A 33-storey hotel – tentatively named the Kämp Tower – will be about 120 metres high. Behind the wild vision there is Norwegian investor Arthur Buchardt, whose design hotel project in Katajanokka crashed and burned earlier on. Despite the setback, Buchardt hasn't lost his faith on Helsinki, and is pushing for the realisation of the EUR 120 million project.

According to initial plans, the gross floor area of the building would be 30,000 square metres, housing 380 rooms, restaurants, convertible congress and concert premises for up to 1,000 persons, a fitness

and wellbeing centre, a sky bar, and a viewing terrace. Architects Aki Davidsson and Jaana Tarkela are in charge of the design of the hotel which should open its doors in November 2014.

Buchardt is seeking to duplicate the success of Victoria Tower Hotel, opened in Kista Science City in Stockholm in September 2011. The Finnish sister tower will be almost as tall as Victoria.

### **Sports Skyscraper in Pasila**

Going inland a few kilometers to Pasila, one finds the site for another high-profile businessman's dream. Business tycoon Hjällis Harkimo wants to raise a 120-metre building on the parking lot of Hartwall Arena which he also built. The planning took off from the realisation that even as Hartwall Arena is the largest sports stadium and entertainment complex in Helsinki, the full potential of the arena remains unused outside major events such as ice hockey tournaments and international rock shows.

The answer: Leijona Tower which consists of apartments, offices, and a rooftop





restaurant with a viewing deck. The podium contains a sports centre with various sports programmes. The roof of the podium extends the current deck surface of the Leijona square providing for the public space in terms of green landscape and various sports uses like basketball and wall climbing. All and all, Leijona Tower could add 50,000 square meters of new construction to the site.

The tower project might well come to life, since there are no neighbours to complain about living in the shadow of the giant and two railways and a massive road network make sure the complex is superbly connected. Furthermore, Harkimo's drive in demanding real estate projects is well documented: after all, Hartwall Arena came to exist even if the politicians at the time (including the Prime Minister) weren't too keen on it.

According to the initial schedule, construction phase would start in 2013 and the tower would be ready for public by the end of 2015. Nothing, however, has been heard from the project for a year now.

### Keilaniemi: Introducing Residential

Moving on to Espoo, there are big plans under way as well. The proud skyscraper line-up in Keilaniemi – with headquarters of Nokia, Kone and Fortum standing tall along the shore – is about to receive some reinforcements. This time, however, there will be a twist: while Keilaniemi is a corporate neighbourhood, the newcomers will introduce residential living to the area. Once again, the developer here is SRV.

There are, in total, four residential tower blocks which are being planned for Keilaniemi. The towers have been planned to total 32–36 storeys.

The flats in these round towers would open to the surrounding landscape as widely as possible. Furthermore, a comprehensive range of flat types can be created in the towers, using high-quality materials. The shared recreation and sauna premises are planned to span the entire top floor, so that even inhabitants of the lower-level flats will be able to enjoy the open seaside views.

### The Missing Link

The planned residential towers are close to the culturally and historically valuable milieu of Tapiola, the fabled Garden City. The broad expanses of green areas in Tapiola will be complemented by Keilaniemenpuisto Park. The new park is to be built over a deck which will provide a green link between the Keilaniemi waterfront and Tapiola.

For developer SRV, this decade offers plenty of challenges with both Kalasatama and Keilaniemi reaching for the sky: there is a total of twelve towers to construct. The company has, however, planned the construction and commercialisation schedules in a flexible manner so that it can phase the projects according to the market situation. ●

*Sami J. Anteroineen*



## City centres must reinvent themselves – or risk being forgotten altogether

[illegible]

**T**he problem with revitalising efforts is that it is easy enough to transform the downtown area in a city where the business is booming – but quite hard to pull it off if local economy is suffering and money is

scarce to begin with. Also, there are a range of players in the city centres – property owners, tenant companies, residents, city planners, customers – and it can be exceedingly difficult to see eye to eye on some issues.

Tekes-funded Kautas project sought to find out, what makes city centres tick – why do people go there (or why don't they)? Through involvement from University of Jyväskylä, University of Tampere as well as





*The population of Tampere continues to grow rapidly: during the next 20 years, there will be 90,000 new residents in the Tampere Region.*

Turku School of Economics, the final report from the project offers some interesting insights into the matter.

## Setting the Tone

First of all, the report argues that city centre serves as a meeting place – as well as a context – for social and private life, leisure, business and culture. Commercial activity takes priority, but downtown shopping can be seen as a necessity or, alternatively, leisurely pursuit. If shopping is placed in a leisure context, it is not much different from strolling along the streets or seeing the sights – the things people enjoy doing in an urban setting anyway.

Therefore, spending time at city centre

is not all about consumption or running errands. The Kautas report points out that the consumer can be perceived as modern day flâneur who is consuming experiences: he/she is enjoying the freedom of choice offered by the urban environment, happily taking in the stimulation.

According to the report, operating in urban space in very much about creating meaning for the individual. Personal and social reasons motivate the person to go downtown and spend some time there (as youth behaviour demonstrates, for example). On the other hand, urban space takes guises which can have adverse effect on willingness to go downtown (for example, elderly people who don't want to go to city centre after dark).

## Open For All

The way to combat this is to make city centres open, accessible and safe. Encouraging diversity means that there are more choices and more potential patrons. City centres can serve people of all ages and social groups, if they are versatile and flexible enough.

Professor Lasse Mitronen from the University of Tampere offered some interesting perspectives at a “Dynamic city centre” conference held in Tampere in August 2012. He pointed out to some vibrant urban centres – such as Chiswick in London, Ginza in Tokyo or, closer to home, Østerbro in Copenhagen – as some places also Finns could draw inspiration from.

According to Mitronen, working traf-





Photo: Studio Daniel Libeskind for NCC. Aerial photo: Lennokana Valdas Oy

regards to the retail offering, he believes that the international chains could well co-exist with a more local offering – there is room for both.

## Walk This Way

Appearing at the same seminar, there was Project Manager Kalle Vaismaa from traffic research centre Verne, who championed the cause of the pedestrians. He has been benchmarking Central European cities and noticed that “pedestrian power” is really rising all over. In Odense, Denmark, for example, pedestrians are considered VIPs in the City’s traffic strategy, meaning that there is a variety of services targeted for this group alone.

In some cities, motor traffic clearly adjusts to the speed of the pedestrians and not the other way around. Enjoyable pedestrian routes around the downtown – and along the waterfront, if applicable – are sure to peak people’s interest. Different types of walking tours – with e.g. historical or architectural themes – also go a long way in instilling a pedestrian culture which encourages people to stay in the downtown area – even after most shops have closed their doors.

Both Mitronen and Vaismaa appeared at the conference which marked the 15th anniversary of Finnish Living City Centre Association. During this time, the Living City Centre Association has spearheaded the cause of dynamic downtown areas, trying to find ways to keep moving forward. The association awards one distinguished city each year for accomplishments in this field.

## Mikkeli Magic

In 2012, this recognition went to Mikkeli for revamping their city centre to the tune of 153 million euros (with the City’s share kept down at 10 %). The upgrade relied on careful planning: together with the citizens, a City 2010 vision was created already back in 2002–2005 – and that vision was realised almost in its entirety.

Now, the Eastern Finland city boasts a brand new travel centre and a super-dynamic duo: the former Shopping Centre of the Year (2010) Akseli and reigning Shopping Centre of the Year (2012) Stella. Add to the mix, a lively year-round market square, pedestrian center with heated walkways and the most modern market square parking facility around, and you know why Mikkeli is so hot right now.

Innovative thinking is very much the key to the city centre renewal at Hämeenlinna, also. The City of Hämeenlinna is building a 230-metre deck over highway 3, linking the western and eastern parts of the city centre. Construction work began in September 2011, with the deck set for completion in June 2013.

Once the deck is completed, construction company NCC will build apartment

buildings and a shopping centre of around 60 shops on it. The buildings are due for completion during autumn 2014 and also the new shopping centre should open its doors then. Experts are hailing the deck solution as a genius invention which will help this Southern Finland city to create – finally – a unified city centre, with a brand new shopping centre at the core.

## Seinäjoki Success Story

Further away northwest, one finds the City of Seinäjoki, a formed backwater which has now become the most dynamic community in the country, attracting people and business alike. The Seinäjoki city centre has benefited from the good times – but the entrepreneurs and the City have also worked hard to maximise the appeal.

There are about 2,500 residents right in the city centre, and, for the majority of the residents of Seinäjoki, the city centre is within walking or cycling distance. In a text book fashion, there are good walkways in every main direction and pedestrian streets as well as separate walkways for pedestrians and bicycles.

There are over 300 shopping services in the city centre, covering an area of over 90,000 m<sup>2</sup>. Espstori shopping centre is the focus point of the commercial activity, but pedestrians are also partial to the Alvar Aalto administrative and cultural centre. People from all over enjoy walking and admiring the work of the Finnish master architect.

## Finlandia Park Taking Shape

Alvar Aalto’s grand designs are an even hotter topic in Helsinki. No major retooling is in the cards for the core downtown area here, but the Töölönlahti bay area just off the Parliament is going under a serious make-over. Already back in 1962, Aalto fashioned Töölönlahti to be transformed from its almost nature state to a modern, urban area dominated by monumental culture buildings. Finlandia Hall and Opera House did arrive to the scene (if not in a form intended by Aalto), but the bay has been left alone for the most part.

Now, the second wave of development has kicked off in earnest: the Helsinki Music Centre has already been raised, with plenty of construction to follow. The area – called Finlandia Park – is supposed to feature 103,000 square metres of new buildings, with business and office premises grabbing as much as three fourths of the total (for example, the new HQ of forest giant UPM will be located here).

Finlandia Park promises to be an urban oasis offering something for everyone – and there are plans to place the central library right here, as Finland celebrates her centennial anniversary in 2017. ●

Sami J. Anteroinen

fic connections are the key to any vibrant hub. Also the places and spaces must be “human-scale”, so that the pedestrians are not overwhelmed in anyway. Mitronen talks about increasing the sense of safety by lighting, clear, concise paths for movement, manicured parks and rest areas.

Mitronen also has a clear opinion on the optimal mix regarding old and new buildings: he sees that the preservation and utilisation of existing, older properties is very important and renewal projects should take care to respect the old stock.

Lasse Mitronen also pointed out that no city centre is all about the stores. Apartments and jobs are needed, too; a plethora of cafés, restaurants and other places for people to meet and spend some time together. With



# High Times

Finland's biggest residential area project is taking shape in Kalasatama, Helsinki – bringing also unprecedented commercial appeal



*Kalasatama is the most significant residential area construction project in Finland during this decade, and quite possibly the next, too. In fact, the area will be ready by 2030 when 20,000 residents and 8,000 jobs are to be found here.*

*An undertaking of this magnitude deserves a worthy anchor – and SRV is poised to build a strong heart for the new district.*

**K**alasatama Centre will introduce the age of skyscrapers into the metropolitan area – with as many as eight high-rise towers reaching for the sky.

This octet of towers will be built around the Itäväylä highway and the metro station. All and all, there will be six residential towers, one office tower and one hotel tower, with the highest of the pack rising up to 126 metres. Consequently, Itäväylä and the metro will be covered with an expansive green deck, allowing for smooth traffic flow.

While residential living in Helsinki is destined to reach new heights, there is plen-

ty of action down below, as well: SRV wants to maximise the impact of the centre by creating a superb shopping centre.

## Ready for REDI

Pia Svensk, the new Director of Retail Concepts for SRV, says that the shopping centre REDI will be something to see. She is of the opinion that the very best shopping centre in Helsinki might not have been built yet:

“We are confident that REDI will be a contender for the top spot,” she says, adding that SRV has been in preparation to take

on this challenge for a long time. Benchmarking of international success stories has yielded insights into such issues as customer flow and guidance techniques, but the most important lesson is, in fact, a matter of the heart:

“What is missing from Finnish shopping centres right now is emotion,” she says, pointing out that many shopping centres come off as sterile places of business, with no real feel to them. She talks of “cold space” which should be brought to life through various means.

“In the best international shopping





centres, when you go in, you immediately feel immersed in colour, sounds and scents. You are being whisked off into a different world – and that's where the experience lies."

### Make the Connection

As the former Department Store Director, Svensk has plenty of experience from communicating with demanding customers on an emotional level and she is bringing her considerable vision to the project. Svensk leads the development and design of the retail concepts as well as the renting of retail prem-



ises on Kalasatama centre. She couldn't be more excited about the task ahead:

"This project offers great opportunities and it will, among other things, change the silhouette of the entire city. It's exhilarating to be a part of this thing right from the beginning," she says.

What will REDI entail, then? According to the plans, there will be food, fashion, leisure, activities and attractions, cafés and restaurants...everything you need for quality every-day life.

"REDI will respond to the daily needs of the consumers – and it will also offer a little bit of luxury," Svensk promises. Her challenge is to make sure that REDI provides something for everyone – but that "everyone" must feel special from the moment he/she walks through the doors.

"The patron should feel that this is something strictly for me," she defines the objective. The 150 stores/restaurants of the centre should be able to oblige even demanding customers.

### Enjoy the Every-Day

In Svensk's mind, the new shopping centre must be "easy and versatile" with big emphasis on enjoyable every-day life. For the primary target group, she envisions youthful-minded city dwellers who enjoy a wide range of services and activities.

The construction work for REDI started in August 2011 and first part of the shopping centre should be completed in 2016, around the same time as the first residential tower and the municipal healthcare centre. Rest of the Kalasatama Centre project will be completed in phases by 2022. It is estimated that the megaproject will contribute

about one billion euros to SRV's revenue over a period of ten years.

Markus Laine, Director, Real Estate Transactions and Investors for SRV, says that the company is able to use the experiences from Kamppi centre – hailed as a success story by also international experts – in the making of the new centre.

"The logistical challenge at Kamppi was bigger, however, because construction took place right in the downtown area. This time we won't be dealing with traffic jams as much," he says. Also, as Kamppi is a logistics hub with thousands of people simply passing through the centre, the action concentrates on the ground level. Going up, there are less people. Kalasatama will be built differently:

"The three floors of the shopping centre will have their own but equal status," Laine promises.

"On the other hand, we are now performing high-rise construction on a scale that is unprecedented in Finland. This is one of the challenges as this type of construction hasn't been done yet – by anyone," he analyses.

### Vertical & Visual

Besides the height of the towers, there are also other elements in the architecture. In addition to striking visuals, the architectural solutions will also make sure that the customers find their way easily – the whole Centre will be realised in a manner that will optimise customer flow and create a dynamic atmosphere.

Laine joined SRV a year ago in a situation where the amount of projects for sale had increased due to the launch of the Kala-





## Fantastic Four



**W**hile eight towers go vertical in the east, there are four other towers waiting in the wings in the west. SRV is looking to “make it a dozen” by introducing new kind of residential innovation to the most high-profile corporate shore in the land: namely, Keilaniemi in Espoo.

Keilaniemi is home to such Finnish corporate giants as Kone, Nokia and Fortum – and their headquarters are not exactly small in size, either. So far, no residential solutions have been developed for the neighbourhood. Sensing a golden opportunity, SRV came up with a concept of Keilaniemi Towers a few years ago.

According to the plans, Keilaniemi Towers is to feature four housing towers which certainly won’t be eclipsed by their neighbours: with 30–40 storeys each, the buildings will reach over 120 metres. Due to their round design, the towers will be able to offer optimal seaside views.

The area under development includes about 70,000 square metres of residential building volume. The key idea is that the residential development plan will go hand in hand with the construction of the metro line.

Project Development Director Jouko Pöyhönen comments that the project has its share of challenges – the traffic arrangements in the area, for example, are quite demanding. Nevertheless, SRV is committed to the project and believes that the four towers will make a spectacular addition to Keilaniemi.

“Keilaniemi Towers is a mega-class project and we are keen on following through with it.” ●

satama Centre project. During Laine’s start at the company, his phone has been ringing quite a lot:

“There is definitely a lot of interest from the investors in this project, and during the year, we have been able to offer a more detailed picture of what’s to come.”

It is no wonder that a cross between a shopping centre and a city centre – in the middle of a catchment area of a million people – has attracted a lot of attention, even this early on in the game. Laine points out that everything in Kalasatama starts and ends with the great connections:

“There are half a million people living with a 15 minutes’ car ride from the Centre,” he offers an example. Even the international airport is located conveniently nearby.

### Taking All Comers

REDI is also ready to handle the flow of customers regardless of the mode of transport they utilise: starting from the bottom, there are several levels reserved for car parking, one level for buses, trams and pedestrians and one for the metro traffic.

“By having these three entrance levels, we can keep the people flow pretty even,” adds Laine.

According to Pia Svensk, the remarkable architecture of the centre has a big role in generating strong footfall and, ultimately, leading to a superior shopping experience. SRV is clearly looking to hit a home run and to elicit a “Wow!” or two from the patrons when they visit the shopping oasis for the first time.

“The best shopping centres in the world are also travel destinations in their own right. We want to create something here that will cause a definite buzz – and make people come and check it out for themselves what the fuss is about.”

### Bridging Private& Public

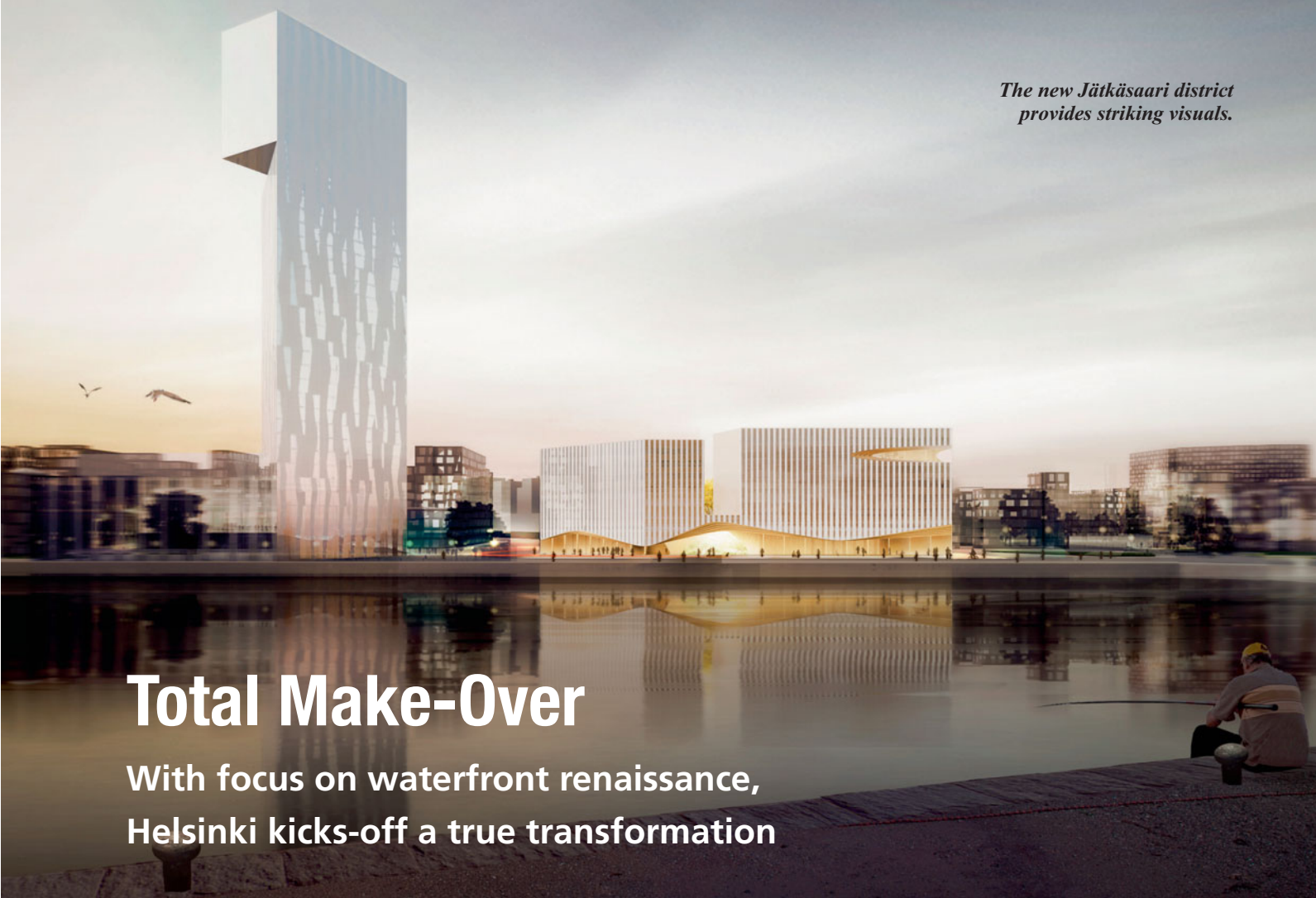
In addition to shopping splendour, about 2,000 people will also be able to call Kalasatama Centre their home, as the entity will feature a strong residential element – complete with breathtaking seaviews, of course. The centre will also include public premises, for example a social and healthcare service facility for the City of Helsinki.

Project Development Director Jouko Pöyhönen views Kalasatama as the new, powerful centre for the Helsinki core area in the east.

“The key issues here deal with linking commercial and public services in the context of one common concept,” he says, adding that similarities to Kamppi do exist. Pöyhönen also knows that the undertaking is far from “business-as-usual,” even for a company as big as SRV.

“The sheer size of the Kalasatama project makes it very important for our company,” he says. ●





*The new Jütkäsaari district provides striking visuals.*

# Total Make-Over

With focus on waterfront renaissance, Helsinki kicks-off a true transformation

*Helsinki is going full-speed into the future. Shifting the former freight port operations away from central city sites to a new eastern harbour in Vuosaari has opened the game for ambitious waterfront construction. As a result, the Daughter of the Baltic has now entered the biggest construction boom in the city's history. Large areas are already under redevelopment, as residential and commercial and office construction is kicking off along the shores.*

According to the City's redevelopment strategy, the goal here is to create compact city sections. The development is carried out on the "mixed-use principle": jobs are mixed with many types of housing for different income groups, to avoid segregation along income lines and long commutes.

Perhaps most notable impact, however, will be felt in the downtown area. Project Director Marko Härkönen says that the appeal of the downtown is considerable as it is, and the new projects will help take the city to a new level: "For example, the new Finlandia Park will offer something for everyone – it will be a great place to spend some time and enjoy various events or just take in the unique atmosphere."

## Finlandia Park Taking Shape

Finlandia Park promises to be an "urban oasis" for residents and tourists alike – a key part of the city's active core. The park is packed with cultural institutions of the highest calibre, such as the new Music Centre, Finlandia Hall congress and concert centre, the National Opera, the City Museum and Kiasma Museum of Contemporary Art. A new wave of office construction is completing the picture, but a strong public element is maintained – even enforced.

"The new centre library will be realised here," Härkönen says, adding that the first phase of the architectural contest for the library has already been completed and the final winner will be declared in the summer 2013.

In addition to new construction, the City is taking care to pump some new blood into old downtown quarters which are full of historic atmosphere. As early as 1810, Johan Albrecht Ehrenström (1762–1847) set out to draw a plan with straight, wide streets placed on a geometric grid. The main buildings during the early years of the capital were designed by architect Carl Ludwig Engel (1778–1840). The result: Helsinki's legendary Neo-Classical city centre.

## Hidden Pearls Downtown

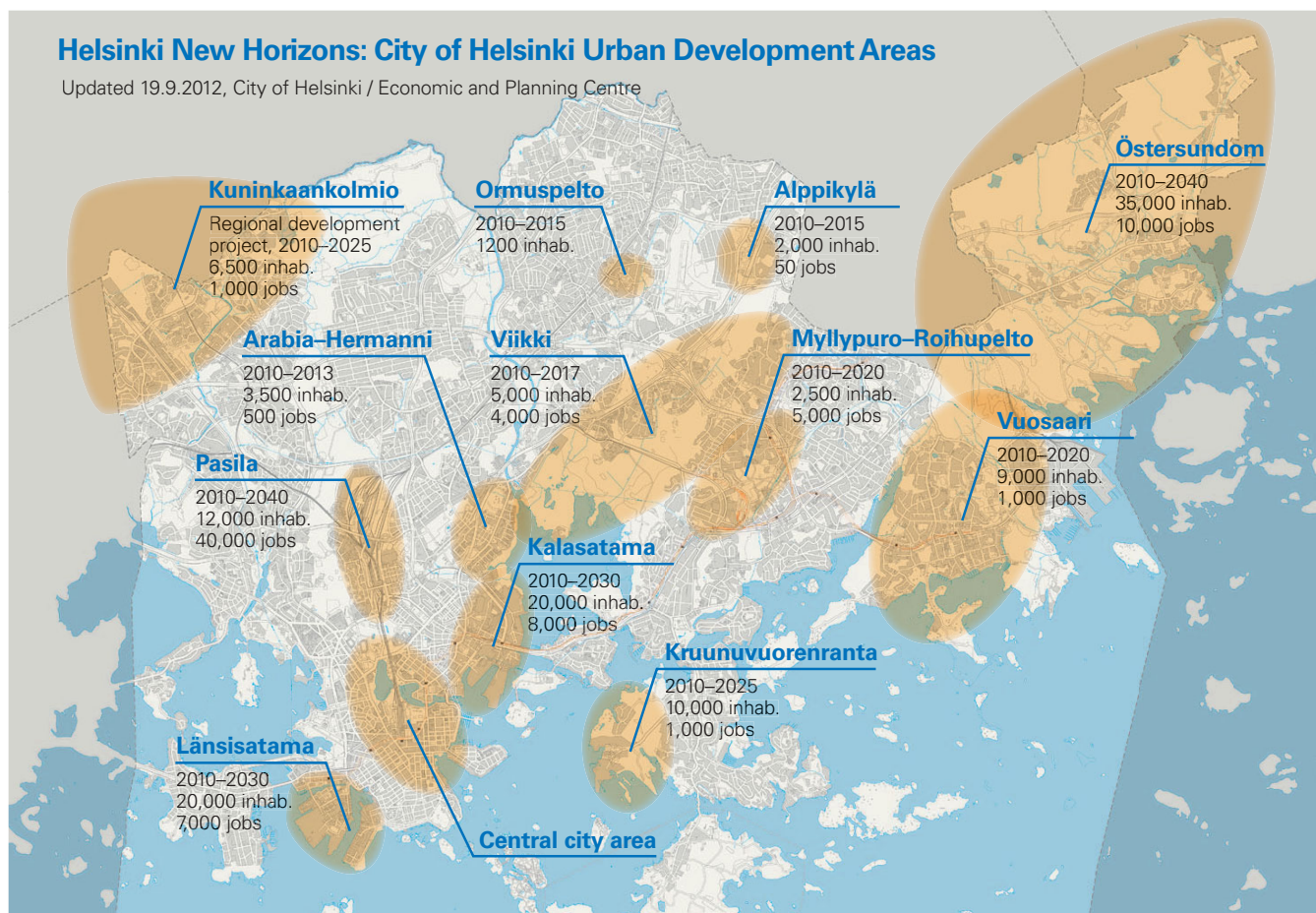
Over the years, the activity has moved westwards from the Senate Square and Market Square which used to be the traditional heart of the city. Härkönen comments that in the process some "real pearls" may have been overlooked.

"We are now in the process of re-energising the old quarters, bringing some life back into these neighbourhoods." The key word here is "walkability": the traditional city quarters are very much human-scale, allowing pedestrian adventures in a seaside environment.

Linking with this strategy, the City organised an open international ideas competition in 2011 in order to envision how to best develop Helsinki's South Harbour. Over

## Helsinki New Horizons: City of Helsinki Urban Development Areas

Updated 19.9.2012, City of Helsinki / Economic and Planning Centre



here, one has to proceed with extreme caution, since the shoreline is a national treasure all in itself and the harbour is a very active hub for passenger traffic.

“In all our plans, we must take into consideration the functions of the passenger harbour. Nevertheless, there remains a lot that can be done to upgrade the area,” Härkönen says, adding that in 2013 some projects will be set in motion to develop the area.

In all the downtown projects, the City is also eager to involve the local entrepreneurs:

“Cooperation is one of our strengths here and we want to listen very carefully to the hopes and wishes of the businesses.”

### Jätkäsaari: Wood City

West of the South Harbour, we find Jätkäsaari, a new urban area located just 10 minutes from the city centre. Schools, day-care centres, a social centre and a sports centre are all in the cards for this new neighbourhood. Project Director Timo Laitinen says that the new seaside community will be an interesting mix of urban and marine environments – with a real green streak.

“There will be ambitious wood construction on unprecedented scale here,” Laitinen says, pointing out that Stora Enso and SRV want to realise the country’s larg-

est wood quarter – known as Wood City – in Jätkäsaari. At the end of November, the architectural competition for Wood City came to its conclusion, with Anttinen Oiva Architects winning the contest with their entry ‘Stories’. According to the plans, realisation of Wood City will commence in early 2014. First order of business is a residential building and parking facility, with offices and a hotel soon to follow.

Building things out of wood is no novelty in Finland, but apartment buildings made out of timber are still extremely rare.

“Wooden buildings in Jätkäsaari can encompass eight storeys,” Laitinen says.

### Green to the Core

Green ideology is very much in the DNA of Jätkäsaari, as the area is planned according to the principles of sustainable development. An effective public transport network incorporating both trams and the metro will service this compact urban structure. Jätkäsaari is also home to the “City Block for Sustainable Construction” project where SRV and VVO are developing energy-efficient, innovative solutions for low-carbon or even carbon neutral urban design and construction.

In the same vein, the waste management of the entire Jätkäsaari area will be carried out using the environmentally friendly technique of automated vacuum collec-

tion. This system involves separating different types of waste and then transporting it at high speeds through underground pipes.

One key element of the new district’s profile is the passenger harbour which will remain in the area – with talk of expansion in the air. Various business premises and services will be built along the feeder roads and in the passenger harbour.

### Back to the Bunker

Another landmark is the massive, six-storey “Bunker”, a former 1970’s storage building which is the size of a football field. The old giant will be put to good use in the new neighbourhood:

“A swimming hall will be placed there, as well as a school – and on the roof, there will be residential construction,” Laitinen explains the plans.

The bunker will be linked with the Hyväntoivonpuisto park which winds through Jätkäsaari, inviting people to hang out here. The shores will be developed into public areas with beach promenades, cafeterias and marinas – and as many as three tram lines will run here. The pedestrian and bicycle routes by the sea open vistas to the seascape and breathe international port atmosphere.

All and all, there will be homes for some 17,000 residents and workplaces for around 6,000 people in Jätkäsaari – and there



are already exciting things going on in the area. In the summer 2013, for instance, there will be quality maritime entertainment:

“Tall Ships Races is coming to Jätkäsaari, with as many as 100 ships expected to make an appearance.”

### **Kalasatama: Smart City**

In addition to Jätkäsaari, the other former port area which is now open for urban development is Kalasatama. Located along the eastern shores of the core city area, Kalasatama is just minutes away from downtown. In addition to connectivity, there is beautiful maritime milieu here.

Project Manager Hannu Asikainen is convinced that upon completion, Kalasatama will be an amazing area for everyone. Asikainen also remarks that effective public transport (spearheaded by the Kalasatama metro station) and the central location make Kalasatama an alluring prospect for residents and companies alike. There will be, for example, a six-kilometre promenade by the shore and ambitious high-rise construction at the Kalasatama Centre which will become the heart of the new community.

The Kalasatama Centre should be impressive enough, consisting of six residential

towers, and also a hotel tower and an office tower. The towers will have 20–33 storeys, the highest tower reaching 126 metres. In the Kalasatama Centre area, Itäväylä road will be covered with an extensive lawn-covered deck, which will also serve as the floor for residential building yards. The towers will be complemented by a versatile commercial centre and a social and health care centre.

### **Centre of Attention**

There will also be a world-class shopping centre here. Under the working title REDI, the shopping centre will feature food, fashion, leisure, activities and attractions, cafés and restaurants and respond to the daily needs of the consumers. SRV wants to make the new shopping centre as easy-going and versatile as possible, with focus on enjoying the every-day life.

According to the plans, the social and health care centre, streets and bridges and the first residential tower will be completed in 2016 and the commercial centre should open for business at the same time. The remaining parts of the Kalasatama Centre will be gradually completed by 2021.

And that’s just the Centre: in addition, Kalasatama will feature floating apartments

and restaurant ships – and the street grid has been designed in a manner that optimises seaside views for everyone.

“The urban look of Kalasatama will be something that hasn’t been seen in Finland yet,” Asikainen promises. By 2030, the district will be a home for 20,000 residents, with 8,000 people coming here to work every day.

### **Future in the Making**

In addition to mighty high-rise construction and the shoreline action, Kalasatama will have considerable IQ. The district will become a model for ambitious smart grids, meaning, among other things, that residents can produce energy themselves – and ultimately, sell it, too.

“Also the use of electric cars is encouraged here,” Asikainen says. In line with the green ideology, Kalasatama also features an underground waste collection system that is identical to that of Jätkäsaari.

While the completion of construction is estimated to occur in the 2030s, there are already hundreds of people living in the new district. Kalasatama has also made a name for itself as the fun place to go for various activities and happenings. Asikainen has been

*Jätkäsaari’s Wood City will feature breath-taking architecture and plenty of space for people to get together.*







*View from Kalasatama Centre to the South.*

pleased to notice that the citizens have already embraced the area:

“In the future, we want to promote this type of grass-roots activity even more, making sure that everyone has the chance to enjoy Kalasatama and everything it has to offer.”

### **Kruunuvuorenranta: Neighbourhood of Light**

Slightly removed from Kalasatama and Jätkäsaari, there is something equally exciting in the works, as well. A new seaside district, Kruunuvuorenranta, will be built during the next decade opposite the city centre, on the eastern shore of Kruunuvuorenselkä open sea.

This close-to-the-nature residential area will be built in an area to be vacated by oil tanks – and in fact, the oil tanks have a role in raising the profile of the neighbourhood. An art project, using light in an innovative way – called Silo 468 – has been lighting up the neighbourhood-to-be for a while now.

Project Director Jari Tirkkonen says that the light installation provides an ample symbol since the idea is to turn Kruunuvuorenranta into “a neighbourhood of light”.

“For instance, we want to integrate lighting solutions to buildings in a novel way and deploy other means, too,” Tirkkonen promises. In addition, the profile of

the area is very much about the nature – there are impressive forests here and even the last remaining nature-state pond in Helsinki.

### **Smitten by the Sea**

It is clear that the location of the district in an archipelagian seascape – on a peninsula projecting into the sea – is of exceptional beauty. The presence of the sea can be sensed everywhere and the shore can be reached by foot in a matter of minutes.

“We envision Kruunuvuorenranta as a spa area for the metropolitan area, complete with a great beach,” Tirkkonen says, adding that in order to make that dream come true, the beach may well materialise before the houses themselves. After all, if you’re going to build an area for 15-20 years, it makes sense to create “social anchors” to make the neighbourhood better known.

Another interesting feature is the “Canal City” which is being planned for the southern Koirasaari area:

“We want the architecture and planning to be of especially high quality in the Canal City. We are looking for a genuine marina-type atmosphere here, with landscape planning and visual aspects taking top priority,” Tirkkonen says.

One key concern for Kruunuvuorenranta is getting connected to the downtown Helsinki via a bridge. There are plans to

build a bridge from Kruunuvuorenranta to Sompasaari via Korkeasaari – and according to initial plans, this would be tram-bicycle-pedestrian bridge only.

“We are looking into the bridge option and there is an international competition going regarding this subject,” Tirkkonen says, adding that the bridge project has attracted some of the very best designers in the world.

“This shows that both Kruunuvuorenranta and Helsinki have plenty of international appeal.”

### **Pasila: Centre 2.0**

Moving inland from the shores, we find Pasila, the number two traffic hub in the nation. All the trains stop here and trams and buses very much congregate in the area, making Pasila – in essence – a second city centre 3.5 kilometres removed from the old city centre. Still, as potent as Pasila already is there are plans to make it much more impressive: the idea here is to turn Central Pasila into a new kind of urban centre for business, service and housing. As the State owns the land in the area, the development is very much a joint project between Senate Properties and the City of Helsinki.

At present, Central Pasila is being dominated by the railway and rail yard. Once the rail yard has been moved elsewhere, a great deal of space becomes available and



the making of a compact urban workplace, service and residential area can begin in earnest. At its core, Central Pasila will feature ambitious high-rise construction.

“There are plans for altogether ten towers in the area,” says Project Director Nina Puumalainen from the City of Helsinki.

“The towers will feature both offices and residential space,” she adds while mentioning that hybrid buildings are what the City would prefer to have in this setting, but other kinds of solutions can be deployed as well. The area with the towers is going through the zoning process, with a green light expected to be given in 2014.

## Business Power Hub

With the towers as its proud symbol, Central Pasila is expected to feature 10,000 jobs and 4,000 residents by 2030. Especially enterprise and business development players are likely to keep flocking to the area, as they have done in the past. Furthermore, there is a cluster of national and commercial broadcasting media as well as digital content and services producers here. In addition, the Pasila Fair Centre is also strongly expanding.

Following on the heels of the tower area, there are the Pasila centre district and rail yard districts which are expected to have gone through the zoning process by 2015 and 2016, respectively.

“For example, the plan for Centre Dis-



*Multispace facility and a true work of art utilising light: Silo 468 is the luminous herald for the coming construction of Kruunuvuorenranta.*

trict calls for offices and commercial premises to take up to 80% of the space with the remainder being designated for residential use.”

The rail yard districts will offer most housing opportunities, with as much as 80 % of space used for residential purposes.

## Lock on Location

According to Puumalainen, companies are very excited about Pasila – in fact, it is among the few places in the metropolitan area where you don’t have to consider, whether the location is good or not.

“In a commercial sense or from office viewpoint, Pasila offers simply superb

location and connections. Pasila sends an international, high-quality message,” she says.

The upcoming Pasara rail connection will also – naturally – go via Pasila. Further down the road, there is also the prospect of a metro line. If and when such a venture would materialise, Pasila would eclipse even Helsinki main railway station, becoming the number one hub in the country. Puumalainen points out that the area is already being groomed for the big future ahead:

“The infrastructural solutions – such as bridges – in Pasila are carried out in a way befitting a true city centre – not just an extension of one.” ●

*High-rise construction will transform the face of Pasila in the decades to come.*





# Break on Through to the Other Side



## With the launch only a couple of years away, Espoo is putting the 'metro' in metropolis

*Taking the metro from Helsinki to Espoo was a distant dream not so long ago, but right now, one can almost picture the launch of the western expansion line. After all, the new metro line will kick off at the end of 2015.*

A historical landmark was passed on 22 November, 2012, as the Helsinki and Espoo tunnels met at the border between the cities, under the sea. Both Mayor Jukka Mäkelä from Espoo and Mayor Jussi Pajunen from Helsinki were present to witness the momentous occasion. The uniting of the tunnels caps a stellar year which has seen the excavation of the tunnels proceed at rapid pace, reports Matti Kokkinen, Managing Director of Länsimetro Oy.

"Currently, we have completed 72 percent of the excavation effort in the tunnels, meaning 20 kilometres." During the last 12 months, the tunnel teams have covered a distance of 13.5 kilometres, even surpassing the target of one kilometre per month.

The total length of the metro tunnels of the western expansion line is 28 kilometres – or rather, there are two tunnels with a length of 14 km each. As it stands, the metro project is the biggest single infrastructure undertaking in Finland today – and an extremely high-profile case which is observed with a keen eye by also international parties.

### Starting the Stations

The tunnelling will be concluded in 2013, but Kokkinen says that the focus is already starting to shift to building of the stations. A lot of details go into this demanding work: for example, the stations will be fitted with

56 different electrical systems, from lighting to track power supply and smoke detection systems.

In addition to the stations, excavation work will be carried out for fifteen vertical shafts designed for emergency exit, pressure equalisation, ventilation and smoke extraction. Nine work tunnels have been designed for construction and maintenance work.

The last eight months of the project have been reserved for the test drives, with the metro line's external areas, such as escalators, platform areas, station buildings etc. being completed simultaneously.

"We want to have the metro stations standing by and ready to go by the autumn of 2015," says Kokkinen.





### Three Down, Three to Go

November 2012 also marked the 3rd birthday of the metro project. Over a thousand days of hard, hard work have taken place unseen by most, since only one percent of the effort is visible above the ground.

However, the impact of the metro will be something very tangible indeed. Spearheading this process, there is the development of the individual metro stations and their surrounding areas.

According to the original plan, the western expansion will introduce seven stations, located in Espoo at Matinkylä, Urheilupuisto, Tapiola, Otaniemi and Keilaniemi, and in Helsinki at Koivusaari and Lauttasaari.

There is also a reservation made for Niittykumpu station, but nothing is certain as of yet, says Kokkinen.

"We are doing excavation in Niittykumpu and would like very much to go all the way there." Located between Matinkylä and Urheilupuisto stations, Niittykumpu was previously only an option for future construction, but it might be viable build and fund the Niittykumpu metro station simultaneously with the other stations.

### Smart Traffic

It is already quite clear that the metro will bring a totally different kind of cohesion to the regional rail transport system of Southern Espoo. It is estimated that over 100,000 passengers will use the metro daily and that around 60,000 will cross the border between

Helsinki and Espoo every day. According to estimates, the busiest stations are likely to be Tapiola, Matinkylä and Lauttasaari.

Olavi Louko, Director of Technical and Environment Services for the City, says that the City of Espoo is expecting for the metroline to add a welcome dynamic element to the communities nearby the metro station – and also to areas which are a little further off.

"The new Suurpelto community, for example, is only a couple of kilometres away from the nearest station and electrically charged e-buses can be used in the feeder traffic," he says.

The west metro will also run as an automatic right from the beginning. The Helsinki metro will go automatic even before the completion of the western expansion. The automatic system will make train traffic safer and faster, with increased frequency. To begin with, the shortest interval between trains will be 2.5 minutes. Ultimately, the metro ride from Matinkylä to Ruoholahti will take 16 minutes.

### Triangle Travel

Right from the initial planning phase, the metro project has been seen as an intriguing opportunity to bring closer together the T3 triangle: namely, Keilaniemi, Otaniemi and Tapiola. Each of these areas has left a permanent mark in history, and together they form the most potent trio in the land.

First of all, the arrival of the metroline is set to transform the corporate neighbourhood of Keilaniemi – the first residential apartments



Photo: ALA Architects Ltd





are introduced to the area, in the form of four architecturally ambitious towers. In addition, the shoreline will be opened up to the public.

Moving on to Otaniemi, which is home to “innovation university” Aalto, one can expect to see more good things. Aalto University is concentrating all its major functions here, with design and business students now joining the engineer students at the Otaniemi main campus. Here, all students have easy access to the metro and are only minutes away from downtown Helsinki.

According to Louko, the City of Espoo is actively involved in developing the Aalto University Campus and working together to find the best solutions. Topping the things-to-do list here is a brand new administrative building – realised in the true spirit of Alvar Aalto, of course.

“The campus area could also feature a lot more residential elements, reaching all the way to the shoreline,” Louko says.

The next stop, Tapiola, is undergoing a major beauty treatment as the legendary “Garden City” will be returned to its former glory – with plenty of new innovations in the pipeline, too. The remaking of the community revolves around the extensive renovation effort of Tapiola Centre. Energised by the metro-line, the Tapiola Centre is looking to attract more customers through better connectivity.

## Sports Heaven

After Tapiola, the next stop heading west is Urheilupuisto station (formerly called Jousenpuisto Station) which will be situated in Jousenpuisto, on city-owned undeveloped land south of the local tennis halls. The

station will be characterised by the proximity of the sports park and versatile sporting opportunities ranging from tennis and floorball halls to an indoor ice-skating ring.

Presently, the surroundings of the station are quite raw, offering a wealth of opportunities for the development and further construction of the area. The station designs also allow for construction on top of the metro station, says Matti Kokkinen.

“With residential and business-oriented construction – as well as parking considerations – we’re talking about a rather tight package of 50,000 square metres of new construction here,” Kokkinen explains what’s in the cards for Urheilupuisto.

## Shopper’s Delight

Next up: the last stop at Matinkylä. The dominant feature here is shopping centre Iso Omena, the fifth biggest shopper’s paradise in the land. Matinkylä station will be located on the empty lot at the southern end of the shopping centre.

Since Matinkylä is the end of the line, it is a crucial feeder traffic hub which is estimated to be used by over 30,000 passengers daily. In fact, based on passenger forecasts, it will be the busiest station of the new line.

The block where the station will be located is owned by the City, and is expected to witness a boom in complementary construction. The plan for the block allows the placement of commercial services, offices or even residential buildings. The arrival of metro is expected to attract both new businesses and residents here.

There’s already a lot going on: NCC

Property Development and Citycon are making a genuine “metro centre” here, conveniently linking the metro station, bus terminal and the shopping centre. Completed in 2015, the metro centre will also offer apartments, a swimming hall and 25,000 square metres of new retail space that come with the expansion of Iso Omena.

## Identity Comes First

Looking at the string of stations from Lautasaari to Matinkylä, Kokkinen and Louko are confident that the stations will deliver a totally new type of metro experience.

“Each station will have a personality of its own. We have, for example, hired artists to work on the stations with artist Jakkko Niemelä coordinating the over-all effort,” says Louko.

Each station gets its very own “designated artist” – or two, in some cases. This attitude links rather nicely with the World Design Capital 2012 target of getting more out of the visual experience. Also, one of the prerequisites for the designers is “instant recognition”: sitting in the train, for example, you need only to glance at the station you’re on and know where you are right away.

Obviously the lighting of the stations plays a big role in the eventual user-experience. Therefore natural light will be exploited whenever possible and lighting solutions are aimed to promote accessibility and to prevent glare.

The over-all guiding vision here is “metro station as a meeting place” – but how this objective is reached, depends a lot on the nature – the spirit – of the station.



# Metro: The Making Of

**M**etro has been a part of the urban DNA of the Helsinki Metropolitan Region since 1982 which was the year the original metroline started operations. Running from west to east, the line has been expanded many times since.

The extension of the metroline to Espoo has been on the table from the very beginning, and the development of the public transport system from Helsinki to the west has been studied on numerous occasions over the years. Still, nothing happened for a quarter of a century.

Finally, the project planning for the west metro was launched in 2007 and completed in 2008. The Espoo City Council ap-

proved the proposal for the underground city plan enabling construction in January 2009 and Helsinki decided on the underground plan in November 2009.

Construction of the west metro began in Ruoholahti in November 2009, where a metro plan extending from Ruoholahti to Salmisaari shore already existed. An existing maintenance tunnel in Ruoholahti was used for excavation towards Salmisaari.

Excavation work began in Espoo and in Lauttasaari in Helsinki in the summer 2010.

The excavation will be concluded in 2013, and the focus shifts to the building of the stations and the laying of the track.

Testing of the system will take place in 2014 and the west metro will open for traffic at the end of 2015.

The end of the line in the present scenario is Matinkylä, but the City of Espoo is hoping to continue westward and add five stations. The first of these, Finnoo, could be realised even if the additional construction never takes place.

The metroline is likely to grow in the east as well. The City of Helsinki has been planning to extend the eastern metroline all the way to the neighbouring municipality of Sipoo. This project could conceivably take place right after the western project is complete. ●

In any case, Kokkinen and Louko promise that the metro will be a memorable experience that "transcends the basic need for transportation".

## Ready for Encore

While the construction of the western metro advances right on schedule, there are earnest plans to extend the line further on west.

Presently, Matinkylä is the final stop in Espoo, but there is talk about pushing westward, all the way to Kivenlahti. This would mean adding a stretch of seven kilometers to the line and realising five new metro stations along the way: Finnoo, Kaitaa, Soukka, Espoonlahti and Kivenlahti.

The Espoo decision-makers are eager to continue the project on-the-fly, since there is labour, expertise and equipment available.

Having to stop now and pick up the pieces, say, five years from now, could be costly.

"Right now we're in a great position to keep going, and we're having talks with the Ministry of Transport to see, if we can build this thing," says Louko. The City of Espoo is asking for the State to pay 30 % of the investment, but not right away. The government money should come in around 2017–2018.



Photo: CJN Architects





VIEW TOWARDS THE SEASIDE SQUARE



AERIAL VIEW FROM THE SOUTH

"FIN-FIN SITUATION"

FINNOO MARINA CITY - OPEN IDEAS COMPETITION

"What we are asking is simply a green light, a commitment from the State."

## Marching Order Needed

In Louko's mind, building the Finnoo-Kivenlahti stretch would give Helsinki time to get their plans for Eastern metro expansion ready. This means that after the bonus stretch west is up and running, the construction crews could head east and start work in Helsinki.

"In this scenario, there would be plenty of work for metro construction professionals in the Helsinki Metropolitan Region until 2030, which should make the situation attractive for also international players who don't want to commit to short-term projects."

Even if the Government wouldn't look favourably upon Espoo's request, Finnoo

station can be added to the core western metroline without much difficulty. At present, this seaside neighbourhood is home to about 3,000 people, but it has been underdeveloped due to water purification activities in the area. Now, as the water purification plant is shifting operations elsewhere, there is suddenly more room for development – in many fronts.

## Finnoo: Marina City Emerging

Project Director Torsti Hokkanen from the City of Espoo says that Finnoo could accommodate as many as 20,000 residents (or rather, 15,000 inhabitants for Finnoo and 5,000 for the neighbouring Kaitaa.) According to Hokkanen, the northern part of Finnoo will be largely defined by the coming metro station and its surroundings. There are plans which allow for high-rise construction by

the metro station: the highest of these towers could reach 40 stories.

The new-and-improved Finnoo is also looking to fully explore its access to the sea in the south. Presently, there is already an active boat harbour – accommodating 1,100 boats, it is the largest of its kind in the metropolitan area – and the harbour concept will be fine-tuned, as well. With a new focus on service orientation, the harbour could double its current boat capacity.

Olavi Louko talks about the "last great shore area in Espoo", promising that the new area will be developed with all due consideration.

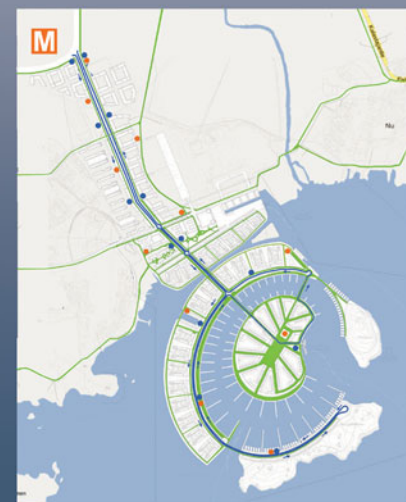
"We want to build a Marina City, with a definite seaside focus."

## Pushing Innovation

The City held an international architectural



The road network provides direct routes to a series of car free blocks including a car free zone on the promenade and adjoining marine piers allows for the fluid movement of people and goods. The promenade has sufficient width to accommodate a large amount of impervious ground cover introduced to the area by an efficient public bus transport system and extensive cycle



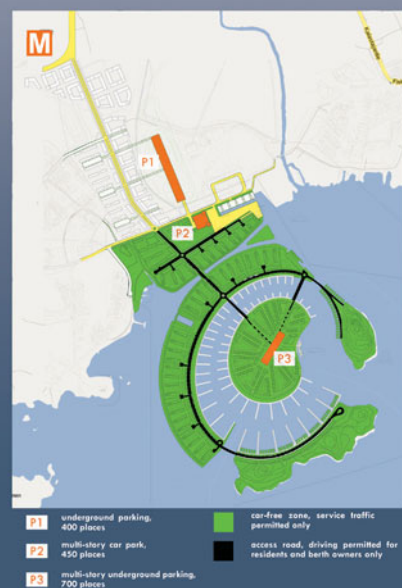
cycle network  
cycle hire point  
bus service  
bus stop

Finnoo Marina City - Canal Grande





parks located at both centres and under each residential lot Marine Island. Extensive connection between the radial road of vehicles and boats in and out of the marina during summer modate dry storage during the winter months, reducing the e scheme. All residential and commercial zones are serviced cycle paths.



- Traffic and Parking Concept - 6/7



FINNOO MARINA CITY OPEN IDEAS COMPETITION

7

competition to see what kind of ideas would be emerge for the new community. Torsti Hokkanen says that there were 62 competition entries with many solid ideas. In the end, three entries were selected as the joint winner: “Fin-Fin Situation”, “Lights” and “Canal Grande”.

Mayor Jukka Mäkelä comments that the three winning proposals present the key themes that provide the basis for further design and planning work.

“When the plan begins to take shape, practical cooperation with the actors interested in the area can also begin. The new Finnoo will become a sustainable, green maritime city of international standard for all Espoo inhabitants,” Mäkelä promises. The themes from the competition that the City is most eager to take forward involve focus on pedestrian and bicycle traffic, as well as energy efficiency and carbon neutral practises.

In addition to the shoreline, Finnoo has other natural assets in its disposal, too. A nature and ecology centre could be realised here in the coming years, Hokkanen says.

“The centre needs to find partners in order to materialise, but we are optimistic it can be done.”

The process involving zoning has two parts: Finnoo I and Finnoo II. The first part is already looking for partners to realise the city plan.

“With regards to Finnoo II, which concerns the western side, the idea is to utilise wood construction in the making of this area,” Hokkanen says.

## Going All the Way

As the Espoo City officials are hopeful that the Finnoo-Kivenlahti extension will eventually materialise, there are more than ten-

tative plans for the development of the communities along the metroline.

“The interest level is rising in, for example, Kaitaa which is the station right after Finnoo,” comments Hokkanen.

Each of these planned stations holds intriguing possibilities for development: for example Espoonlahti is already home to shopping centre Lippulaiva and could conceivably attract a lot more residential construction, if the metro shows up on the scene. The new end-of-the-line station Kivenlahti will pull in feeder traffic from far and wide – also outside Espoo.

“Looking at these five potential new stations, it is clear that each could be the centre for a community of about 30,000 residents,” assesses Olavi Louko. If the metro-makers get a ‘Go!’ from the Government, excavation work on the new stretch could begin at the end of 2013 or in the beginning of 2014. ●



# The Power of Three

**Tapiola, Otaniemi and Keilaniemi are promising to take innovation to new heights**



*Combining business savvy with design and science excellence sounds like a winning formula – and this is why the “Power Triangle” of three East Espoo neighbourhoods has been such a hot topic of late. Tapiola, Otaniemi and Keilaniemi have shot to international prominence all on their own, but put together they provide a truly unique combination.*

**T**he triangle is already the most international science and innovation area and the largest technology area in Northern Europe – and where else could you find 5,000 researchers, 110 nationalities and 8,000 jobs in ICT industry within a 15-minute walk?

The success of Otaniemi, Tapiola and Keilaniemi improves the entire country's chances in the competition for knowledge-intensive businesses and jobs. Recognising

the inherent opportunities here, the City of Espoo has composed a T3 strategy which seeks to make the most of this perfect marriage.

The City is also willing to invest heavily on the triangle: the renewal of Tapiola, Otaniemi and Keilaniemi will be the largest single construction project in the history of Espoo. In the coming years, massive investments to the tune of 4–5 billion euros will pour into the area.

## **Tapiola Hits 60**

Historically, the best-known of the Big Three is Tapiola, the legendary “Garden City” which celebrates its 60th birthday this year. Acknowledged as an iconic blueprint for urban living in a natural setting the world over, the area features, as its core, a commercial centre that pioneered the field in Finland. The community is internationally known as a groundbreaking effort in city planning and construction; architecturally speaking, the area is held in very high esteem, receiving lavish praise also for its versatility.

In recent years, however, it has become clear that The Garden City is in need of a serious beauty treatment. In fact, the entire Tapiola Centre will go over a complete trans-





Photos: SARC Architects



formation by 2020 – spurred on by the arrival of the metro in 2015.

Project Director Antti Mäkinen is in charge of the T3 Triangle Development Project and very excited about returning Tapiola to her former glory. In accordance to the development strategy, the objective is to strengthen the very best values of Tapiola, uphold the quality of the environment and find guidelines for Tapiola's new success. In the process, such issues as structural, social, economic and visual sustainability will be carefully considered.

### Million in the Works

"Tapiola 2.0" will see a new wave of development that will introduce one million square metres of construction. Residen-

tial use – which has always been a strong element here – should encompass about 400,000 square metres; office construction will add another 400,000 and the rest will be divided between trade, education and service premises.

"Right now, there is ongoing residential construction for 50,000 square metres which means homes for 1,000 people," Mäkinen says, adding that there are numerous projects that will materialise by 2015, coinciding with the launch of the metro.

The showstopper at this ball will be the new-and-improved shopping centre that will have residential buildings constructed on top of it. According to the plans, the new entity will also feature a park on the residential deck: "Garden City gone vertical," in a sense.

"What we will see here is the biggest construction project in Espoo for 20–30 years," Mäkinen puts it all in perspective.

### Respecting the Legacy

Since Tapiola holds such an important place in the hearts of the Finns, one has to proceed very carefully with all upgrade projects. The critics maintain that nothing at all ought to be touched in the community – but Mäkinen points out that the renewal process simply must be carried out, or the proud community will crumble to the ground.

"We are preserving the old spirit of Tapiola in everything we do," he promises.

The new Tapiola will also be even greener than the old one with dedicated focus on sustainable development. For example, as the Tapiola Centre is planned as one entity from the beginning, there are considerable energy savings to be achieved. The area will also feature a mass district cooling system – first of its kind in Espoo.

Mäkinen says that the Tapiola Centre will be a real haven for pedestrians – and, in fact, the biggest of its kind in all of Finland. With underground parking, cars won't even

be visible. And with the metro, the need for cars is minimised.

### Aalto University Gaining Momentum

Next stop is Otaniemi which boasts the Finnish version of Silicon Valley, combining higher education with research and business. As Aalto University decided to place its main campus in Otaniemi, the significance of the area rose even higher. Dubbed as the "innovation university", Aalto is the perfect example of the type of collaboration between business, hi-tech and design that the entire T3 triangle is all about.

"Aalto University is a real engine for innovation, spurred on by the enthusiasm of the students," Antti Mäkinen sums up.

Established in 2010, the Aalto University was created from the merger of three Finnish universities: The Helsinki School of Economics, Helsinki University of Technology and The University of Art and Design Helsinki. With engineering students as the anchor at Otaniemi, also the design and business students are now joining them on campus grounds.

As the "innovation campus" gets going in earnest, Otaniemi is will add architecturally ambitious landmark buildings into the campus. The newcomers will be held to the highest possible standard as the area has a proud legacy to uphold: the key buildings here have been designed by Alvar Aalto himself.

For this reason, an architectural contest was launched to design the core campus for Aalto, and the phase one of the competition was concluded in September 2012. A total of 189 accepted entries from around the world were received by the deadline.

### Future: The Making Of

Helena Hyvönen, the Dean of the Aalto University School of Arts, Design and Architec-





Photo: ALA Architects Ltd

ture – and the chairperson of the contest jury – says that the University was delighted to receive such a great number of entries.

“After an initial examination, I can say that their standard is quite high,” adds Hyvönen.

The aim of the competition is to create a vibrant and interactive environment for research and learning activities on Otaniemi campus where work, study, leisure and living are interwoven in a natural way. The idea is to create the foundation for “a university city of the future” right here.

The designs should display a dynamic orientation towards the future with new and ecologically sustainable technical solutions. The objective of phase one was to design a functional campus centre that is both attractive and lively. The goal of phase two will be to design more detailed functional solutions for the buildings.

The area which the competition is targeting is a large square, centrally located in Otaniemi to the west of the old Helsinki University of Technology main building (designed by Alvar Aalto himself). The main entrance of the future Otaniemi metro station will also be in the competition area. The largest user of the new facilities will be the School of Arts, Design and Architecture.

## Hi-Tech Super Hub

There is plenty of action in the neighbourhood beyond Aalto University, as well. Otaniemi is the biggest hi-tech hub in Northern Europe with its 32,000 people and 800 companies – meaning that students don’t have to look very far for jobs. In fact, more and

more of them are starting their own companies while still in school.

Otaniemi creates between 40 to 70 new start-ups every year, pumping new blood into the Finnish business scene. According to experts, nowhere in the Nordic or Baltic States can one find a “brain concentration” to rival that of Otaniemi.

And there are still people coming in: Finnvera, Finpro and Tekes – the main financiers/experts regarding innovation activities in Finland – will move into a joint facility in Otaniemi. An energy-efficient and innovative office building will be constructed from timber and it will be ready for use in 2015 or 2016.

## Growing Up Fast

Mayor Jukka Mäkelä comments that having Finland’s most notable innovation operators move to Otaniemi further strengthens a development environment that is vitally important for Finland’s competitiveness on both national and international levels. The City wants to add to that competitive edge by developing the area and city planning in co-operation with Aalto University, the VTT Technical Research Centre of Finland, and businesses and other actors in the area.

“It is our aim to create even better opportunities for universities, research centres, researchers, students, start-up companies and growth businesses to grow and go international,” Mäkelä says.

It is no coincidence that the new HQ will be made of wood: recently, the City of Espoo, Aalto University and the Ministry of Employment and the Economy initiated a

large-scale and long-term development project for timber construction and wood processing. One of the goals of the project is to turn T3 area into a versatile showroom for timber construction and wood expertise.

## Big Business Boost

The final piece of the “innovation puzzle” is Keilaniemi, the corporate engine for the entire country. High-rise buildings are pretty much the norm here – with headquarters of such companies as Nokia, Kone and Fortum in attendance, offering a spectacular skyline to those driving to Espoo from Helsinki. The hi-tech corporate neighbourhood is waiting for the metroline to make the lives of the employees easier, but the metro extension is expected to spark residential construction as well.

According to the master plan, Keilaniemi will soon feature four housing towers with 27–35 storeys each, reaching 100 metres. The area in question will include almost 80,000 square metres of residential building volume, and will add a completely new element to the area, revitalising also the shoreline with activities and services. Furthermore, Tapiola will be linked to Otaniemi in an unprecedented manner as a “green deck” is used to cover Ring Road I.

Figuring out traffic arrangements with metro and the new buildings all at once is no small challenge, but Antti Mäkinen is confident this will be achieved in a satisfactory manner.

“Once the metro is up and running, its impact will be held here, too – in a variety of ways.” ●



# Suurpelto Gets Going

**“Community of the Future” rides on a wave of new innovations**

*The City of Espoo has high hopes for Suurpelto, a new community with a fresh attitude. Pekka Vikkula, Project Manager for Suurpelto, says that 2012 saw major development for the area as the number of residents doubled to present 2,000.*



Photo: Eriksson Architects LTD

**A**lso, we began the construction for the Opinmäki learning environment,” Vikkula says, adding that the new “learning hill” should really be something to see: a place where the new opportunities in education are explored to their fullest.

The Opinmäki concept fits well into the community’s desire to become a true Living Lab. The idea is to turn Suurpelto into real living lab environment, not just a living lab for marketing purposes, Vikkula says.

“This means that Suurpelto is just the place to pilot new ideas and innovations,” Vikkula says, pointing out that people’s movement, for one, is an issue on the innovators’ agenda.

“We are working on car pooling concepts and utilising social media to make movement easier. This way you can make do with fewer cars,” he provides an example.

## Final Frontier Appeal

Suurpelto is considered to be “the final frontier” in the sense that it is just about the only remaining strip of land in the core of the Greater Helsinki Area that enables green-field approach. Located right next to Ring Road II, Suurpelto is within a striking distance from the Espoo city centres and even

downtown Helsinki is only a fifteen-minute drive away.

Nevertheless, despite its urban location, Suurpelto is very much a garden city, integrating into Espoo’s broad-spanning Central Park. In fact, out of Suurpelto’s 325 hectares, 89 hectares have been designated for parks and green areas.

The master plan for this green community is to produce services in new, smarter ways. The apartment buildings, for example, feature a designated services space at the lobby, which is both a drop-off and pick-up point for meals, medicine or groceries – or just about any type of service.

“We have studied very extensively what types of services are wanted and tested them, too. Presently we are working to make supply and demand meet,” Vikkula says, while admitting that the process takes time.

“Still, we are expanding our range and scope of services all the time.”

## Service with IQ

One of the driving forces at Suurpelto is the union of logistical expertise and operating/ coordinating excellence. The idea is to make sure that the residents get the service they need – when they need it.

“An important part of this equation is

demonstrated by the electrically charged e-buses which are already being tested,” says Vikkula.

The community features also an underground waste disposal system where the residents drop their garbage through a waste chute and sufficient negative pressure is created to suck the garbage to a waste terminal. From this terminal, waste is delivered on for further processing by trucks.

“The waste system is the first of its kind in Finland,” Vikkula explains. The green streak of the community is evident also in the construction of low-energy apartment buildings.

“There is, for instance, a day-care centre under construction which fully complies with passive house standards – another first in the land.” In fact, there wasn’t even a blueprint on how to build such a house until the Suurpelto project came along.

## Nesting Ground

The daycare centre won’t open its doors until autumn 2013, but there is something to keep the kids occupied until then. An Angry Birds public playground was just launched here, open and free for all.

“It’s been a big hit,” Vikkula confirms with a smile. ●



# Big Apple Goes Mega

**Matinkylä metro station will be the most active station in the expansion line – offering a diverse service package**

*The coming metro line is causing waves all around Espoo – but nowhere is the excitement more tangible than in Matinkylä, which will be the end of the line for the westbound line. Already a home to the sixth biggest shopping centre in the country – Iso Omena (or, Big Apple, in English) – the emerging metro centre will push the neighbourhood into another level entirely.*

**D**uring the coming years, the shopping centre will grow immensely, as the southern end of the centre will witness the construction of the metro station, bus terminal and commercial premises. The bus terminal alone will be a considerable project, since feeder traffic will be largely directed to Matinkylä as it is the anchor station in the line. There will be an expansion of about 24,000–30,000 square metres to the shopping centre, meaning that the Big Apple will get a lot bigger, reaching 75,000 square metres.

The development of the metro centre is a partner effort: Citycon and NCC Property Development are in charge of realising the high-profile project. Citycon, as the owner of the shopping centre, sounds like a natural choice for the project, but, in fact, originally the City of Espoo arranged an idea competition regarding the development of the metro station. The finalists were Citycon and NCC. Marko Juhokas, Senior Vice President for Citycon Finland, looks back at the origins of the project:

“The City of Espoo liked our plan a

lot, but at the same time, the plan by NCC showed a more effective usage of space. As a consequence, the City asked if we could combine our forces and develop the project together.”

## Best of Both Worlds

Citycon and NCC quickly warmed up to the idea of partnership and have been working on the project together for more than three years now. Jukka Manninen, Unit Director for Retail at NCC Property Development,





says that the collaboration has been a fruitful one:

“Working with the owner of the shopping centre makes a lot of sense, and we feel that through cooperation the project will be so much stronger in the end.” The companies own the plot in question under 50/50 principle.

Matinkylä area is a “hot zone” in the eyes of the developers and investors, as the urban structure keeps solidifying in the district all the time. There are about 140,000 residents within the immediate reach of the shopping centre and some of the wealthiest communities in the country are located right here. The purchasing power of the surrounding communities is around EUR 2.5 billion.

Marko Juhokas comments that the area itself is extremely attractive:

“There is a lot of wealth in the area, and a lot of people who are not so keen on going to downtown Helsinki for their shopping. We are providing a very appealing alternative here,” he promises.

### Maximising the Magnetic

What’s in store for the new and improved shopping centre, then? Citycon has an impressive track record of creating great shopping centres – with 23 shopping centres in Finland alone – and Juhokas is confident that Iso Omena will benefit a great deal from the upgrade.

“We are committed to making a shopping centre where people want to come and spend time because of the enjoyable environment itself – it’s simply the place where all the action is. The stores then add to that appeal, offering something for everyone.”

Juhokas talks about various events and happenings to boost the dynamics of the centre, as well as refreshing the centre in other way, too.

“From time to time, it’s good to look at the tenant mix and think about ways to make it even more attractive.”

As Iso Omena has already proven itself as a superstar shopping centre, it is a great option for international retail chains who are looking to establish a presence in Finland. Juhokas points out that international chains can start off at Iso Omena and then spread out to other cities, too, under the Citycon shopping centre concept they are familiar with.

### Best in the West

Jukka Manninen is in full agreement with Juhokas about the pull of the centre:

“Iso Omena is one of the commercial top spots in the country, and with the expansion, the centre will be hard to beat,” Manninen says, adding that the metro centre will also have a strong visual element, creating an interesting cityscape. NCC has a lot of experience on developing shopping centres to serve as the core for the communi-



ty, with, for instance, shopping centre Sello under its belt.

In this case, it all starts with the metro. The first train is expected to arrive to the Matinkylä station by December 2015, and the development of the centre should be complete by then.

“The metro is at the heart of what we are doing here,” Manninen comments. Great connections make sure that there’s plenty of people and activity in the area, and the centre will blossom into a strong commercial and logistics hub.

Juhokas acknowledges comparisons to downtown Kamppi shopping centre – where buses to and from Espoo congregate – but points out that Iso Omena is, first and foremost, a shopping centre.

“With Kamppi, the emphasis is very much on the traffic, and not always on shopping. Iso Omena, on the other hand, is all about shopping and spending time in a nice environment – and great connections are just a bonus in this situation.”

### Demanding Puzzle

Nevertheless, when asked about the challenges inherent in the project, both Juhokas and Manninen admit that seamlessly linking various pieces – metro station, bus terminal, shopping centre functions – is a de-

manding puzzle. Still, the men are confident that the end result will be very smooth, enabling easy transition from mass transport to shopping – and vice versa.

“With this project, the metro station and bus terminal add something extra into the big picture, and we must make sure that, at the end, the result is balanced in the right way, equally serving all people,” Manninen comments.

The City of Espoo has big plans to keep developing the neighbourhood, with a swimming hall and a new school to follow on the heels of the new metro centre, in 2017 and 2018, respectively. According to the initial plans, the swimming hall could have a spa and a hotel as its neighbour, too.

The grounds around the metro centre are owned by the City of Espoo, and the City is very much in favour of complementary construction in the area. The plan for the block allows the placement of commercial services, offices or even residential buildings.

Juhokas and Manninen believe that all the players in the area benefit from the increased activity:

“As new services, both private and public, are launched in Matinkylä, the area becomes even more attractive from the point of view of citizens, companies and investors.” ●



# New era for Tapiola Centre



*Tapiola Centre, the cultural and commercial heart in the City of Espoo, is on the brink of a new era. Along with the new metroline and forthcoming underground bus terminal, the Tapiola Centre area is expected to become the main regional public transportation hub in Espoo and one of the biggest in the Helsinki Metropolitan Area.*

**N**ew commercial and residential developments as well as the revitalisation of current properties will make the Tapiola Centre an urban space with comprehensive commercial and public services and vibrant living environment. The new developments will emerge in several phases; some of the new residential and commercial properties are already under construction and the new metroline, as well as the underground bus terminal, are expected to be completed by the end of 2015.

## Great Expectations

One of the key corporate players in the Finnish real estate field, LocalTapiola Group, is keen on developing commercial premises on

Merituulentie street area at Tapiola business district. Vesa Immonen, Managing Director of LocalTapiola Real Estate Asset Management Ltd., is expecting big things from the future:

“The Tapiola Centre keeps developing intensely in terms of its commercial and communal services, traffic conditions and living environments,” says Immonen.

LocalTapiola Group is also one of the most significant property owners in the area and remains fully committed to the development of the neighborhood which is culturally, commercially and historically unique.

“Our Group is developing a shopping centre of specialty stores into the new parts of the Tapiola commercial centre, since we firmly believe that the new offering will

complement the current service mix,” Immonen lays out the plan.

## Greener Edge

The new Tapiola Centre will be developed according to the latest energy efficiency technology and principles of sustainable development. This is a joint consensus of both LocalTapiola Real Estate Asset Management Ltd. and the City of Espoo.

The extensive renewal of Tapiola Centre makes it possible to significantly improve the energy economy of its properties. A pioneering remote cooling system has been designed for the area, and a comprehensive energy strategy makes it possible to minimise the energy loss.

Immonen adds that side-by-side with the construction of the Tapiola centre, processes for environmental certificates to the planned and launched renovations have been initiated and relevant applications have been filed.

“This has been done in accordance with the strategy of LocalTapiola Group as a property owner to increase the sustainability of property use.” ●



# Best of the Joensuu region – Penttilänranta

*The Joensuu region offers everything you need to lead a good life. Situated amidst an untouched natural environment with beautiful waterways, the region is home to many successful enterprises and offers excellent service provision, a wealth of leisure activities, reasonably priced homes, a range of job opportunities and well-functioning transport connections. New opportunities are also opening up in the region. Over the next few years, a new residential and employment area – Penttilänranta – will gradually develop in the vicinity of the city centre, along the shore of the Pielisjoki River.*

In the Joensuu region, modern people fulfil their dreams. Versatile service provision is available close to nature, while well-functioning transport connections and excellent service networks make life amidst the beautiful, hilly and wooded landscape enviably easy-going. The Joensuu region is also great for those who engage actively in leisure-time hobbies – here you'll find the full range of possibilities within arm's reach. Diverse cultural offerings and exercise opportunities enhance the quality of life.

Excellent transport connections and a location close to the eastern border bring logistic advantages to companies targeting the extensive Russian and Scandinavian markets. Diversified educational and research activities help companies achieve success in the future too.

## Penttilänranta – a trendsetter

A sizeable area with blocks of flats, Penttilänranta, is to be constructed in Joensuu on the shore of the Pielisjoki River. The architecture of Penttilänranta adds a new element to the Joensuu city centre. The area is developing into a desirable, urban residential and employment area that takes advantage of the riverside scenery and is proud of its history, with exemplary low energy consumption and environmental load.

The area to be constructed comprises roughly 25 hectares, while the area in its entirety totals around 50 hectares. Construction in the area is urban and relatively dense in character. Most of the buildings are 4–6 storeys high. In the central

blocks, two sites have been designated for high-rise construction.

Wooden blocks of flats will also be constructed in the area. At the first stage, a developer is being sought for the construction of a wooden block of flats on a plot sized 3,300 k-m<sup>2</sup> with building rights for a gross floor area of 3,100 m<sup>2</sup>. A developer will later be sought for another, much larger project, 22 000 m<sup>2</sup> (three plots), with building rights for a gross floor area of 24,900 m<sup>2</sup>. The number of flats in the first stage will probably be 40 to 50, and 330 to 350 in the second. In the first stage, the construction height will be five storeys and four to five in the second. Over the next 20–30 years, 1,500 residences housing 3,000 inhabitants will be built in Penttilänranta.

## A compact, comfortable, green city

In between the constructed areas will be parks and squares. Building on the shores, easy routes, high-quality street areas and open public spaces make the area comfortable for everyone. Starting in the planning stage, efforts will be taken to minimise energy consumption and environmental load. Examples of these include light-traffic solutions and lighting that utilises the latest LED technology, along with low-energy structural solutions. In many different ways, the Penttilänranta project has sought a new form of functional culture.

A planning partnership was tested in Joensuu for the first time when construction companies were invited to participate in finalising the draft plan. Early collaboration

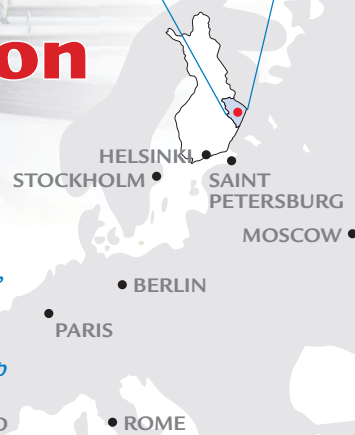
aimed at expediting the construction work and finding practicable, high-quality, diverse and innovative implementation solutions. The Penttilänranta project has also participated in several research projects and received accolades in various competitions.



Diverse artwork is exhibited extensively throughout the Penttilänranta residential area, where one percent of the implementation costs of both environmental and housing construction is invested in art acquisition. The City of Joensuu acquires art for parks and squares while the art in the yards, on the facades and in the stairways of blocks of flats is acquired by private home builders. Artists, too, have discovered Penttilänranta – nearly 200 artists from different parts of Finland have registered with the Artist Bank.

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# Reinventing Tikkurila

YIT is building an urban power hub in the heart of Vantaa



*The future of the Helsinki Metropolitan Area is built upon tracks of steel. In addition to the metro expansion to Espoo, there is another high-profile project in the works. Ring Rail Line will reach north from Helsinki, ultimately connecting the downtown with the Helsinki-Vantaa International Airport.*

**A**long the way one finds Tikkurila, the main urban centre for the City of Vantaa. As it stands, Tikkurila Station is already the third busiest railway station in Finland, right after Pasila and Helsinki. But as the new Ring Rail Line is completed in 2014 – and Tikkurila becomes the primary connection point between long-distance trains and the Airport – Tikkurila is likely to take the runner-up position.

With change, comes business opportunity. The City of Vantaa had been looking to upgrade the Tikkurila Centre for quite some time, as some functions of the logistics hub leave a lot to be desired. At the same time, YIT was expressing an interest towards developing the Tikkurila centre, looking at especially the possibilities inherent in the station area. Finally, YIT came forth with its plans and the City got excited about the project.

## Building on Tradition

Director Tapio Salo from YIT says that the company has a long history in Tikkurila – having been involved in developing the area since 1980's – and was eager to take on the challenge again. Around five years ago, YIT set out to design a new type of office and retail centre.

“The message from the City was that the profile of the Tikkurila centre needed to be revamped and we started planning for solutions,” Salo looks back.

The project was not without its share of challenges, as the site in question is a narrow strip of land located on the northern side of the station. However, building only a few metres away from the tracks is nothing new to YIT – in fact, the company's headquarters in Käpylä, Helsinki, are similarly located. As YIT was committed to the

all-round development of the area, the right planning solutions could be found for this particular case, too.

Finally, in August 2012 it was announced that YIT will begin the work on the construction of a new office and retail centre adjacent to the Tikkurila railway station – as well as a complex of three residential buildings to the railway station area. The total value of the station project is more than EUR 150 million.

## Two Towers

Tikkurila Commercial Centre brings together a lively shopping centre and five office blocks, which contain almost 15,000 m<sup>2</sup> shopping space and over 19,000 m<sup>2</sup> of unique office space. In total, there will be 12-floored complex with a separate parking lounge.



The Centre, scheduled for completion in 2019, will provide all-round service to both local residents and travellers. Services will include convenience goods and speciality shops, a comprehensive restaurant section, the travel centre with ticket offices and a new local bus terminal as well as a citizen services office for the City of Vantaa. Tapio Salo points out that the improved traffic connections alone are something that makes a difference in many people's lives.

"We will build the bus terminal in connection to the railway station and boost the service level for passengers," Salo says, adding that finding better, smarter solutions for public transportation is one of the strong suites for YIT.

"Handling great passenger volumes is a demanding task and we want to make transportation as easy and comfortable as possible," Salo promises.

### Making Progress

The Tikkurila office and retail centre will be built in three phases, the first of which will be completed late in 2014 together with a three-storey parking garage for 500 vehicles.

"We started the work for the first phase in mid-October and are making good progress with ground work," Salo reports in late December. All and all, the phase one will encompass 14,000 m<sup>2</sup> of leasable space.

In addition to championing the cause of mass transport, YIT is also making an ef-

fort to raise an environmentally conscious complex. A gold rating according to LEED (Leadership in Energy and Environmental Design) environmental certification system is being sought for the centre. Salo explains that the Gold Level will be achieved by making greener choices all across the board.

"For example, with regards to air conditioning, we can now control the system more intricately via drives, gaining energy savings through more efficient planning and usage."

### Pedestrian's Delight

According to the plans, Tikkurila will experience a remarkable transformation into an atmospheric walking district. Next to the city hall – which will also receive a beauty treatment – there will be a new marketplace, the Tikkurila square and Tikkurila park, which will have a playground, skateboarding and parkour areas and space for a stage. In addition, six apartment buildings for 500 people, a church and two parking garages will be built in the immediate area.

What this means is that in the coming years there will be several construction sites active at the same time – but the end result should be well worth the wait. As it turns out, phones have been ringing very actively at YIT and interest towards the Centre's premises has skyrocketed.

"In terms of leasable space for the shopping centre, we should have a 100 %

occupancy by the summer," Salo says, adding that this type of high-quality commercial space isn't hard to fill even during an economic downturn. On the office side, the numbers aren't as high but still show promise:

"We have leased out around 40 % of the offices, which is good, taking into account that construction has been underway for only a couple of months."

### Getting to Know the Property

Ultimately, YIT is looking to sell the centre, and preparations are taken to make this possible somewhere down the road.

"We have a concept where we gladly serve in a property managerial capacity for five years, for example, making sure that everything works as it's supposed to," Salo says, explaining that the "changing of the guard" goes more smoothly when there is accumulated knowledge about the real estate.

"We believe in well planned and executed running of the properties and are exploring new ways to do it better all the time." YIT turned 100 years in 2012, which in part explains why this company is used to making plans for the long term.

"The development around rail connections, for instance, has been going on for quite some time – and will continue long into the future." ●

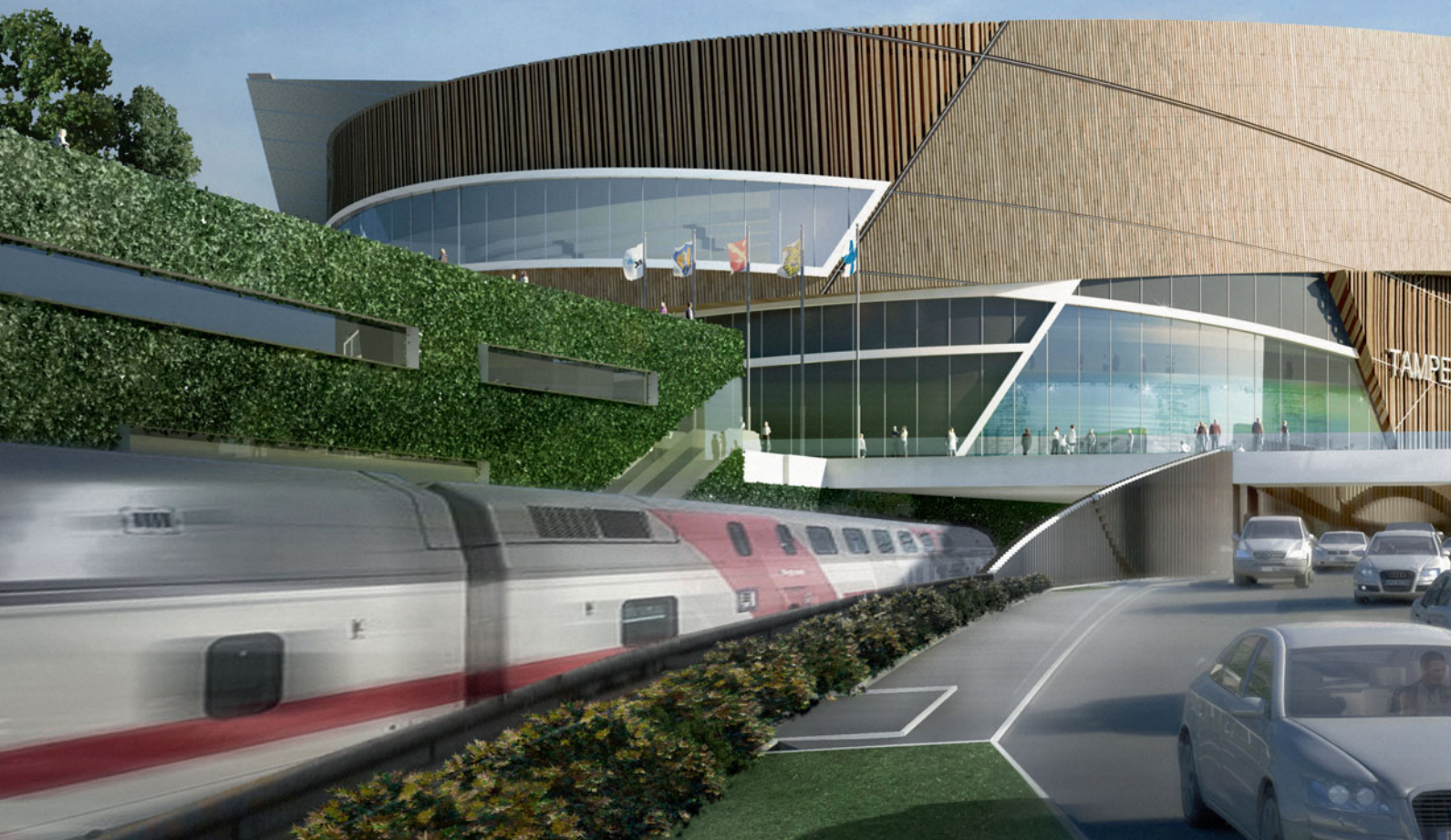




# Reach for the Sky

Urban evolution in Tampere brings waterfront appeal, green communities – and spectacular high-rise construction

*Tampere keeps growing and attracting people, companies and investments. According to a recent study by Taloustutkimus, Tampere is the best large city in the eyes of the corporate decision-makers. Companies both big and small are especially keen on Tampere's great location and traffic connections. Also the versatile commercial services were deemed noteworthy.*



Jyrki Laiho, Director of Urban and Economic Development for the City of Tampere, says that Tampere is in the habit of doing extremely well in such studies, but as it is the companies themselves speaking their minds, Laiho attaches special value to these particular findings:

“We have been working hard to make Tampere a better place for businesses, and that work is starting to bear fruit,” says Laiho who assumed his duties three years ago. He is convinced that as companies es-

tablishing operations in the neighbourhood bring also new jobs into the region, this is the first and the most important step on the road.

“If you have the jobs available, everything else will fall into place,” he describes the philosophy.

## Green Light for Growth

The population of Tampere is continuing to grow briskly, but the City is able to respond to the increase in demand for services. Eve-

ry year, the population of Tampere grows by about 2,000 residents. At the end of August 2012, the population of the city itself was 216,608, with a total of 360,000 residents in the whole urban region.

Laiho says that it is likely that Tampere will stay on the growth path for the next two decades.

“During the next 20 years, there will be 90,000 new residents in Tampere Region,” he says. Proportionally speaking, the increase is bigger than that predicted for the





Photo: Studio Daniel Libeskind for NCC

city's growth and construction needs. New residential areas must be built for the newcomers, and it makes sense to build new areas that are close to existing public and commercial services whenever possible.

In 2013, Tampere is preparing to kick-start significant projects to energise the city. The vitality of the downtown area is a key target and the construction of Ranta-Tampella and the linking Rantaväylä tunnel bring something extra to the equation.

"We will have ambitious waterfront residential construction right in the centre and 3,500 residents will make their homes here, right next to the commercial services of the downtown," Laiho says.

Laiho describes the role of the Rantaväylä tunnel as crucial, explaining that it will eliminate traffic bottlenecks and facilitate smoother downtown logistics. Underground parking is in the cards, too – and it will be realised using a new concept which is more safety and service oriented.

"With these changes, the urban environment is transformed, leaving more room for pedestrians and bicyclists," he says. A light rail transportation system is also being planned for the city centre.

### Architectural Magic

The real show-stopper, however, is being planned right next to the train station. In fact, this piece of world-class real estate will be raised above the tracks using spectacular deck construction. The vision plan for the project was made by the American "starchitect" Daniel Libeskind. The idea here is to bring cohesion into a city structure divided by tracks, creating in essence, a totally new city district for Tampere. The development is a co-operation between NCC Development, Tampere Central Arena Ltd and the City of Tampere.

"This project is a great example that you can go forward with high-profile architectural projects, even in downtown areas," Laiho says, adding that zoning plan is now legitimate.

Laiho views hybrid construction to be the key here: "For the deck towers, the bottom one or two floors are reserved for commercial use, and storeys 3–8 for office use. On top of this, there will be some 10 storeys of residential use. This is an effective mix," he says.

### Magnetic Masterpiece

There will be 60,000 square metres of construction on top of the railroad – and then the arena at almost 50,000 sqm, with seats for about 11,000 spectators. If everything goes well, the first phase of the project could be ready by 2015 and the whole area would be running by 2020.

According to the plans, most of the arena's facilities are used and open for public also outside the time of events. In addition to ice hockey games, the arena is a venue for a wide variety of events, for example world-class concerts.

"The project will solidify the urban structure a great deal and serve as a major attraction all on its own." Laiho is also of the opinion that the changing skyline could draw in big international companies into the neighbourhood: the towers would be ideal for headquarter use, for instance. The location is clearly a win-win-win locally, regionally and nationally speaking.

### Vuores: Green Edge

There are things cooking outside the downtown area, too. Case in point: Vuores, a new green district to be built in Tampere by 2020, with residences for 13,500 people. Located by the Tampere-Helsinki motorway just seven kilometres from Tampere's city centre, Vuores promises to be a combination of high-quality housing and urban greenery. In fact, from the looks of it, Vuores is one of the biggest and most exciting urban development projects in Finland to be undertaken in the new millennium.

All kinds of homes, in apartment blocks and terraces, semi-detached and detached houses, will be built amongst small lakes and forests. In Vuores, the smooth everyday life of the residents is combined with ecological housing and transportation, explains Laiho.

"Vuores will introduce a variety of new solutions, such as wood construction on an unprecedented scale in Finland." The area utilises cutting-edge technology – such as superior wireless connections, automatic underground waste systems and innovative storm water solutions – to create a strong community with a real green streak.

"We are expecting big things from Vuores," Laiho says.

### Active on all Fronts

Other new residential areas are emerging, as well. These include e.g. Hiidenmäki at Hervantajärvi and Risso areas, Niemenranta at Lielähti, Lentävänniemi areas and Härmälänranta. Conditions for growth in the number of jobs will be created by zoning plots for other purposes than residential use in the Lahdesjärvi area, Kolmenkulma at Myllypuro and the Tampere University Hospital (TAYS) area – thus ensuring the right mix.

"We need to utilise complementary construction, but that alone will not satisfy the need for new apartments," Laiho explains the reasons behind the diverse development strategy. ●

Helsinki Metropolitan Area. Laiho notes that Tampere – as the biggest inland city in Nordic countries – has a catchment area that is different from, say, certain coastal capitals.

"Our catchment area forms a full circle, where as Helsinki forms only half a circle," he compares.

### Downtown Dynamo

Tampere is already building the future via hefty investments in order to respond to the



# Innovations: The Great Fire of Turku in 2013

**Turku explores the full potential of science parks  
with network excellence**

*Turku, the first capital of Finland, has always possessed a business scene that combines diversity and depth. The city was also among the first in Finland to realise the value of clusters and cooperation. Strong clusters – such as biotechnology and world-class marine cluster – have emerged through innovative attitude towards networking.*

*Photos: Turku Science Park Ltd*



**"H**ere former rivals can often become colleagues and partners, working together for common objectives," Jouko Turto, Director of Turku Municipal Property Corporation, explains the local mindset.

Right now, the talk of the town is the Turku Science Park, one of the largest, oldest and still fastest growing innovation parks in Finland. There are big plans to realise a world-class campus area in the park which bridges the academic with the corporate – and also recreational with residential.

A lot of things have happened, since the ownership of the park was reorganised a couple of years ago. Turku Technology Properties Ltd. is now taking care of the real estate development of the Science Park, serving as an asset manager. Turku Science Park Ltd in turn accelerates the commercialisation of innovations especially in selected focus areas, namely biotechnology and ICT.

## Room for More

In the whole Turku Science Park area there are over 250,000 square metres of completed premises. Managing Director Mikko Lehtinen from Turku Technology Properties says that their ownership is 85,000 square metres

*The other focus area of Turku Science Park, ict, can give a boost just about to any industry, e.g. marine sector and biotechnology.*

of existing premises – and there are plans to add another 75,000 to create a full-fledged innovation campus in the most central part of the park.

"A former industrial area is being transformed into a new type of neighbourhood which connects studying, living and leisure in a novel way. We are working hard to make sure that there is life on campus grounds after five o'clock too," he says.

The campus is to include versatile green areas and sports grounds, making it a place where people simply like to go – and stay.

Turku Science Park has a long history of bringing together academic and business experts, with special focus on biotechnology and ICT. It offers a unique growth environment for the commercialisation of research-oriented innovations and for the generation and growth of enterprise activities related to high-tech. The area is very much in demand by companies, too:

"Our occupation rate is 95 %, so there is constant demand," Lehtinen says, adding that the new campus area will only add to that appeal: more and more companies flock to the area, creating an incredibly rich ecosystem.

## New Opportunities Emerging

Rikumatti Levomäki, CEO of Turku Science Park Oy Ltd, is confident that the Science Park will thrive in the future as well:

"There are more and more opportunities out there, and those who have the ability to move fast are best suited to capitalise on those opportunities," he says.

Jouko Turto notes that Turku Science Park is really exceptional in the sense that all the elements needed for successful operations are present right here. The compact Science Park area features universities, numerous high-tech companies and other service providers in a centrally located tight





mix, within a walking distance from the city-centre.

“The success of the expertise networks of the Science Park has a lot to do with big players and small players cooperating in new ways,” says Turto.

This networking also crosses national borders with ease. For instance, the Science Park has a co-operation agreement with the German Technologiepark Heidelberg GmbH, one of the best-known clusters of biomedical business and research expertise in Europe. In addition, Turku Science Park has a joint venture company, Biocellex, with the world-famous Swedish Karolinska Institutet.

## Biobankers Get Busy

Turku has always been known for its prowess in Life Sciences. BioTurku – the cluster for biotechnology actors in the Turku region – comprises around one hundred players, including companies as well as training and research centres. The biggest buzz right now is biobanks, since the Finnish Parliament passed the Biobanks Act in October 2012, releasing millions of tissue samples of human origin – as well as health data related to them – for easier use in treatment and research purposes. Starting in 2013, biobanks

allow for tailoring of the treatment to serve individuals better, but at the same time maintain strict privacy protection.

Rikumatti Levomäki comments that this is one example of information which has accumulated over time, but hasn't been put to good use commercially.

“We are looking to pinpoint other areas, too, where commercial operations can be built on existing data structures.”

Other key R&D areas in biotech include drug development, diagnostics and functional foods. Specific areas of application include hormonal diseases and cancer, inflammatory diseases, infectious diseases, diseases of the central nervous system, as well as regenerative medicine and biomaterials.

## Long Time Coming

According to Jouko Turto, as many of the Life Sciences companies were launching operations 15 years ago, there was a wait-and-see attitude. Breakthroughs in the field take time, and everything moves slowly – at least to an outsider.

“Now we are in a situation where there are good news coming from Life Sciences almost daily.”

Levomäki shares the same view: the

research platform required for commercial success can take 15–20 years to build, but then the pay-off can be considerable.

Biotie Therapies leads the way in Finnish new biotech. Biotie developed Selincro, nalmefene, which in December received positive opinion for approval in the European Union. H. Lundbeck A/S, partner of Biotie, expects to launch the drug in a number of European markets by mid-2013. Selincro will be the first product specifically developed to reduce alcohol consumption without the need to completely abstain from drinking. “Also diagnostics is in fine form right now,” Levomäki says.

Turto adds that Orion is investing heavily in its operations here, pouring approximately 40 million into the effort. The case with Bayer is even more interesting: the company received a giant order for new kind of contraceptives and two production plants were set up in the Turku region to handle the demand. Evidently Bayer was thinking about putting the other factory somewhere else, perhaps in Central Europe, but Turku won out due to its great connections and cluster mentality.

Turku is also the original home town to Mirena, the intrauterine device by Bayer. Annual sales of the product exceed 700 million euro, in almost 140 countries.





***The main focus area of Turku Science Park is biotechnology. As a national forerunner, Turku also coordinates the biotechnology cluster of Finland, HealthBIO, combining all the five biotech centres.***

The same focus can also be seen in real estate investments – the ambitious expansion of the Turku’s T-hospital started in 2007 and the finishing touches were delivered in 2012. The end result is, in all likelihood, the best, the most versatile hospital in North Europe. Some of the world’s best surgical talent is to be found right here, too – for example, superstar football player David Beckham flew into Turku when faced with a tough operation.

## **ICT Evolution**

The other strong anchor at the Park – information and communication technology – is the second biggest business sector in South-west Finland at the moment. ICT has been growing continuously and steadily, employing a total of 13,500 people. The Turku-Sa-

lo region forms Finland’s strongest ICT expertise cluster outside the Helsinki metropolitan area.

As Nokia has been struggling lately, many ICT experts have sought employment elsewhere – or started their own companies. Rikumatti Levomäki says that this change is felt at the Turku Science Park as well:

“A new kind of ecosystem is starting to evolve right now,” he says, adding that ICT is one of those sectors which can give a boost to just about any industry. At Turku Science Park, applied ICT is linked especially to the social affairs and health sector, maritime and metal industries, and biotechnology and pharmaceutical industries. Other potent areas include electronics, digital media and speech and language technology.

“In addition to ICT, also material technologies – another strong area here in Turku

– can be utilised to improve products and services in various fields,” Levomäki points out. Using ICT or innovative materials, it is possible to make a “tiger’s leap” in productivity – as many local companies have found out.

## **Back to the Future**

In this seaside city, people have always kept their eye on the horizon. The City of Turku is trying to look into the future and explore the living trends of tomorrow by creating a new type of residential area in Skanssi district. Jouko Turto explains that the approach here is rather different:

“We are working together with top international companies such as Siemens and Fujitsu to find solutions that are realistic enough to work.” The seed of the collaboration was sown three years ago with Turku’s involvement in the World Business Council for Sustainable Development, and Turku was selected – out of dozens of candidate cities – to participate in the programme.

“These leading companies bring substance and vision into the process and the City is committed to see this thing through,” says Turto, while reluctant to use the “Living Lab” term to describe what’s going on in Skanssi. In his mind, ‘Living Lab’ projects have a tendency to fall short of impacting the real, day-to-day life of the citizens:

“We are only after solutions that are viable and can really improve people’s lives,” he promises.

## **Turku: Recommended for business and living**

The current situation isn’t bad either: recent study finds that Turku is a very attractive place to work and live. A 2012 Innolink Research study reveals that Turku has become the country’s second most attractive place for business after Helsinki in the opinion of 33% of the respondents. Turku also edged Tampere (29%) for the runner-up position in the study.

A lot has happened in a short time, since in 2010 only 8 % picked Turku as the most attractive. According to the study, those firms already working in the region viewed Turku’s location as a good one and up to 85 % would be prepared to recommend it.

In particular, companies appreciate Turku’s good transport links, skilled and young workers as well as the size of the market for goods and services. The Turku region is also seen as a continually growing and developing area.

In the study, Turku overtook Tampere as the most attractive place of residence from a “civilian” view point, too. Turku’s residents enjoy living in the city, and more than a third would recommend it to others. The residents especially appreciate Turku’s maritime nature, as well as the solid education and culture offering. ●



# Tap into Travel

**Invest in Finland believes that there is plenty of unexplored potential in tourism – also from the real estate perspective**

*One of the sectors which has really taken off in Finland recently is travel & tourism which still has monster potential. In this field, there are interesting opportunities for real estate investors with big ambitions. As it stands, what the industry often lacks is prime real estate to anchor operations, says Tuija Tommila, Business Development Manager from Invest in Finland. There's a wave of new construction rising around the country – but room for more, too.*

Photo: Visit Finland



**"T**here are various development projects around the nation with considerable market potential. Invest in Finland is currently mapping out projects that foreign investors and companies can participate in," Tommila says, adding that the list of prospects ranges from exciting theme parks to exotic winter holiday destinations.

## Nordic Number One

Hanna Lankinen, Senior Director for Invest in Finland, points out that tourism increased significantly in Finland in 2012 – even though global tourism numbers are declining.

"Tourism has been growing faster in Finland than in the other Nordic countries," Lankinen says, adding that Helsinki's stint as the World Design Capital in 2012 probably has something to do with this. She lists the strengths of tourism in Finland: the country's location, nature and attractive travel destinations with strong brands.

"Whether you're opting for a holiday in Lapland, Turku Archipelago or Helsinki, you know that you're in for something very special," Lankinen says. Another booster is formation of tourism clusters which means more diverse service packages.

Tommila and Lankinen believe that as a whole, the tourism industry is underdeveloped in Finland, which means great growth opportunities for the future.

## Russian Love Affair

The "ace in the hole" for Finnish tourism has been Russian visitors. In 2012, the number of Russian tourists reached a new record, with about 1.5 million overnight stays. Especially the turn of the year is a hot tourist season as Russians enjoy long vacations at the time. As 2012 eased into 2013, about 400,000 Russians headed into Finland. Also tax free purchases by Russian tourists increased by about a quarter in 2012.

"Proximity to Russia is a clear asset and Russians constitute the biggest tourist group. They also spend a lot of money on vacation," Hanna Lankinen says. In addition to shopping, the Russians especially value Finland's security and closeness to nature.

Still, there are other, even surprising, opportunities emerging. For example, increasing numbers of Russian visitors are coming to Finland for cancer treatment, perinatal services, surgery and dental care. The demand for Finnish health services has been growing rapidly in recent years and the market is expected to triple by the end of this decade.

## Finland: The Place to Be

Tommila and Lankinen point out that Finnish tourism is in a very nice position right now: business is booming, and the Finnish economy has performed rather well even with global economic turmoil pressing on.

"Finland is one of the most attractive countries for investment," Hanna Lankinen says. The business environment is rooted on honesty, as the shared number one spot on the Transparency International's listing for the least corrupt countries suggests. In addition, Forbes Magazine recently ranked Finland as number 9 on its "Best Countries for Business" list. Finland scored especially high in property rights (1), innovation (3) and corruption (2).

The recent Grant Thornton Global Dynamism Index (GDI) placed Finland even higher, ranking Finland as the second best country for dynamic businesses to flourish.

"Furthermore, business is really easy to do here, with access to free, transparent information forming a solid base for operations," Tuija Tommila says, adding that organisations such as Invest in Finland make sure that the newcomers feel comfortable right from the start. ●



Shopping centres are showing

# Versatility in Trying Times

Photo: Kesko Oyj /  
Suomen Linjat Oy



*Shopping centres are searching for an identity that allows better integration into surrounding community. Of the available offering in shopping centres in Finland today, on average 27 % consists of services, such as cafés, restaurants, movie theatres and fitness centres. Furthermore, it is no longer rare to find public services such as health services or libraries inside a shopping centre.*

In fact, this seems to be what the general public wants: a recent study by YouGov Finland shows that over half (60 %) of the Finnish population would like to see more public services at the shopping centres. More and more, shopping centres are perceived as local urban centres and public services seem like a natural addition in this setting. The shopping centres even feature spiritual elements: for example, Iso Omena (Espoo) and Columbus (Helsinki) have their own chapels.

According to the October 2012 study, people from all over Finland welcomed public services in shopping centres, but the folks in the Greater Helsinki Region were the most eager to see this happen. Especially the elderly are keen on accessible public services: as much as 71 % of the senior citizens would like to take care of their public services related errands while visiting a shopping centre.

## The Grey Revolution

Juha Tiuraniemi, the Managing Director for Finnish Council of Shopping Centers, points out that the numbers of the elderly are growing – and that they insist on service that is more diverse and quality-oriented than previously. “A shopping centre is a natural place of service, since they are well connected to the area. It is easy to go to a shopping centre and the movement inside is safe and unobstructed,” he says.

The heavy-user crowd – who go to a shopping centre at least a few times a week – are most enthusiastic about the introduction of public services, but also those Finns who very rarely visit the centres wouldn’t mind public services there.

Jukka Vakula, Chairman of the Finnish Council of Shopping Centers, says that everybody benefits in a scenario where services are concentrated in locations where there are a lot of people to begin with.

“In this manner, very versatile ‘beating hearts’ for the community are created, making it possible for efficient traffic systems to be constructed. As the services improve, also the appeal of the areas – with regards to housing and jobs – increases and a positive development cycle is launched,” Vakula comments.

## All in the Mix

It is clear from the study that the shopping centre is quite enduring as a service concept: services are found under the same roof and they are conveniently accessible. The business mix changes constantly according to customer needs. Business proprietors are able to operate ecologically and in a socially responsible way, at the same time gaining from the advantages of the mix.

The public space in shopping centres is also finding more frequent and increasingly diverse uses for promotions, events and participatory functions. The role of shopping centres as living rooms and meeting places for people is recognised the world over.

Shopping centres have also shown their toughness in a challenging business environment. The economy has been murky for years now, but the October shopping centre barometer by the Finnish Council of Shopping Centers shows sales are up. Ac-



cording to the barometer, 76 % of the shopping centre directors report that their total sales have grown from previous year. The most positive signals are coming from Cafés and Restaurants segment, while Decoration and Home Supplies offered the poorest outlook.

### Green Streak Going Strong

According to the barometer, environmental responsibility was perceived to be the most important megatrend in the business today – so one can expect shopping centres to keep going green in the future. One example of this trend is shopping centre Veturi in Kouvola, the seventh biggest shopping oasis in the land. Launched in September, Veturi takes pride in its green genes.

First of all, the environmental impacts of the shopping centre are assessed using the BREEAM method. A ground heating system was adopted for Veturi already at the construction stage. Half of the cooling and heating power of the shopping centre is derived from the ground, and condensation heat derived from the cooling of chest freezers is used in the heating of the shopping centre. The carbon dioxide system of refrigeration equipment also helps save energy. The shopping centre even features recharge points for electric cars – and nearly 200 spaces for bicycles.

In addition to championing the environment, shopping centres are very important to their surrounding communities. The number of shopping centres in Finland presently stands at 80 and they are important concentrations of employment: a total of 34,000 service professionals have jobs in the 3,500 outlets located in these shopping centres. Furthermore, 96 percent of Finnish shopping centres are located in city centres or built-up areas.

### Spice Up Downtown

With such figures, it is clear that investments in shopping centres have the power to be a serious driver in, for example, the redevelopment of provincial city centres. During the past few years many towns, including Jyväskylä, Vaasa, Lahti, Joensuu, Seinäjoki, Salo and Rovaniemi, have benefited from the re-energising impact of the shopping centres.

New shopping centres, such as Mikkelin Stella and Akseli shopping centres have brought about a broad-based renewal of the city centre, with underground parking beneath the market square. Also, the expansion of Stella was successful enough to land "Shopping Centre of the Year 2012" honours.

In Hämeenlinna, on the other hand, there is a shopping centre under construc-

tion over a motorway, linking the formerly divided city centre together. The innovative deck construction will, in all likelihood, be used elsewhere as well.

### Active Year

In addition to Veturi, 2012 saw the completion of two new shopping centres, Matkus (Kuopio) and Willa (Hyvinkää). Of these two, Matkus is another addition in the TOP 10 in the size department: the East Finland shopping center is the sixth largest in the country. In Hyvinkää, the downtown area received a welcome boost of energy with the launch of Willa.

Last year also held a number of major makeovers in many existing shopping centres. Another TOP 10 player in this group is Iso Omena who made a sizeable expansion. There was work done in the downtown areas of both Helsinki and Tampere, with renovation of City-Center and Koskikeskus, respectively.

The year 2013 should prove to be a good one, too, as the expansion project for Finland's biggest shopping centre, Itäkeskus (Helsinki) will be concluded. Two other significant Helsinki players, Forum and Kannelmäki, will also finish their renovations. ●

*Sami J. Anteroine*

Photo: NCC





# Rebound City

Kouvola is reinventing itself via trade, logistics and a wave of new construction



*Rooted on strong industrial expertise, Kouvola Region is driven by an innovative mindset and its excellent location near both Helsinki and St. Petersburg. Presently, there are plenty of exciting things going on in the dynamic region.*

Talking with Asko Pesonen, Managing Director for economic development company Kouvola Innovation (Kinno), one is quickly convinced that the region is especially well connected. Located in South-East Finland, it takes little over one hour to get to Helsinki by train, and two hours if you're heading to St. Petersburg. Kouvola's excellent location along the main roads 6, 12 and 15 makes the city the leading dry

harbour in the land, catering to the needs of the major export ports of South Finland.

In the past, Kouvola's position as the number one railway hub in the land has served it well. Pesonen believes that developing railway logistics will be a key factor in the future, too. According to plans, goods from all over North Europe could be organised here, before they leave the European Union and enter Russia. The tracks

keep going all the way to China, which is another alluring prospect. "We have the capability to serve as a very effective railway corridor," Pesonen says.

## Ready to Play

Kouvola stands poised to take advantage of the emerging opportunities. In the Kouvola logistics centre area, there are terminals





which total 200,000 square meters in size and also a trading, wholesale and customs centre for international logistics. There are already several international companies with operations in the area, says Simo Päivinen from Kinno. "Tailored rail connections can be established for logistics players with ease in Kouvola," Päivinen promises.

For business travellers, the launch of the fast Allegro connection a couple of years ago has meant that St. Petersburg is closer than ever before. Asko Pesonen believes that there is potential to develop that angle even further: Kouvola could become a genuine congress city, too. The centre piece of

these plans is the travel / shopping / congress centre which will be built just next door to the railway station. According to construction company SRV, the new complex could be ready in 2015.

### Quality Workers Available

Presently, Kouvola is also the 10th biggest city in Finland. People here are educated and possess a wide range of expertise. There is also workforce available for new businesses, Simo Päivinen adds.

"There are, for example, a lot of professionals who speak Russian in the region."

Even more important than language skills is the presence of strong networks in Kouvola. According to Kinno's Aleksandra Airikainen, for newcomers it is extremely easy to join the local business community. "We will help with the right contacts and find likeminded partners for new companies," Airikainen says. Fledgling companies have found that Kouvola Innovation is very good at eliminating all forms of red tape: in just a couple of days, the company is registered and good to go, with premises and bank accounts standing by. "The idea is to make it as easy as possible to establish a business here," Airikainen adds.

### Veturi Kicks Off

For Kouvola, the biggest buzz in 2012 has been the launch of the shopping centre Veturi in September. With 48,000 square metres of leasable space, Veturi is the biggest shopping centre in South Eastern Finland. The builder of the new shopping oasis, Kesko, had been looking for a suitable place to try out its new shopping centre concept. Finally, the right plot was found in Kouvola and the construction of the 100 million EUR shopping centre could commence.

Regional Director Timo Heikkilä from Kesko says that the Veturi investment is the single biggest investment that the company has made in retail business. "We analysed very carefully the development of purchasing power in the region as well as the future potential. We wanted to bring our very best expertise to Veturi," Heikkilä says.

With over 80 stores, Veturi has attracted a steady flow of customers from the local community – and beyond. The biggest shopping centre in Southeast Finland clearly has pull. "The idea is to get customers from the core area – that is to say Kouvola Region – first, and then, gradually, to draw in people from outside the region as well," Heikkilä lays out the master plan.

### Looking East

"Outside the region" means also "outside the country" since Veturi is already luring in Russian customers in numbers. Heikkilä confirms that Russians have taken notice of the newcomer: "We want to take full advan-

tage of this opportunity and serve also our Russian customers. This is clearly a situation where everybody should assist in getting the word out there," he says, adding that the corporate circles and city officials share a common view in this.

It will take a couple of years before the full impact of the shopping centre can be really assessed, but Heikkilä says that the launch of the centre has been very promising.

There are also plans to add some new elements into the mix: there's still 40,000 square metres of construction rights left untouched in the area, with the City and construction company YIT as the owners.

### Get the Energy Back

At Kouvola Innovation, the Veturi project has been hailed as a real game-changer. After the forest industry setbacks, the region has clearly needed a boost of energy and Veturi is providing that spark, says Asko Pesonen.

"Veturi is bringing dynamic attitudes back to Kouvola and paving the way for more good things – in the retail sector or elsewhere," Pesonen comments.

Pesonen and his crew have observed the launch of Veturi with a keen eye, since Kinno's number one mission is to increase the vitality of Kouvola region. The organisation provides all the necessary services for companies from under one roof.

Presently, there are 4,500 companies in Kouvola and about 150 new ones are established each year via Kinno alone.

"Regardless of the size of the company, we have a lot to offer to especially international companies looking for a great place to kick-off operations," Pesonen sums up.

### We Can Work It Out

Pesonen has cause for optimism for things have a way of working out in Kouvola. Case in point: the Kouvola Region has gone through a massive restructuring effort in recent years. Six local municipalities (with "old" Kouvola as the anchor) joined forces in 2009 to create a new entity: brand new Kouvola. Among the objectives of the merger, there was increasing the competitiveness, attractiveness and significance of the area – as well as diversifying the industrial structure.

Presently, as the Government is urging – sometimes quite aggressively – for neighbouring municipalities to merge, it is good to be on the side of the pioneers.

"For many such restructuring is still ahead of them – for us, on the other hand, it was four years ago," says Pesonen. ●

*Sami J. Anteroinen*





# Get Connected

## Finnish logistics centres blossom into true clusters

*The customers demand logistical solutions that are more dynamic and more competitive than ever. As a result, we are seeing logistic centres turn into multimodal hubs with emphasis on flexibility.*

In the industry, there's talk of entire logistics clusters which have come to exist as different companies have seen the value of getting together in the same (more or less) geographical area. Within the cluster, regional logistics centres establish themselves close to local industry and business, while logistics service companies have a more complementary role to play.

Cluster networking, however, goes beyond the traditional norm as new forms of cooperation – such as linking the flow of goods or building joint IT systems – keep emerging.

### Kerava Kick Off

Looking at the logistics scene in Finland, it is clear to see that the construction of

the new harbour in Vuosaari, slightly east of downtown Helsinki, has impacted the big picture. Most new logistics centres are raised within a striking distance from Vuosaari.

One of the areas eager to get a piece of the pie is Kerava. With the opening of Vuosaari, the Uusimaa Region's transportation and distribution hub is shifting eastwards towards Kerava. Kerava occupies a unique location in relation to main arteries and Finland's railway network. The completion of Ring Road IV will make Kerava an even more significant location.

Kerava is an intermodal centre that efficiently integrates road and rail transport. The railway yard, the container and trailer handling area, and the adjacent terminal area form the heart of the centre.

### Lahti Knows Logistics

A little north from Kerava we enter into Lahti Region which has a strong reputation as a logistics expert. The region possesses a brand new significant hub which combines great connections with fresh logistics ideology: Kujala Logistics Centre.

Featuring integrated facilities and services for operators, the Kujala Centre is located about three kilometres east of the Lahti city centre just off of the E75 motorway.

Success factors of Kujala Logistics Centre include excellent connections via road and rail, ample supporting services, advantages of synergy through unified area structure and availability of land area and real estate as well as human resources. In addition, Kujala Logistics Centre has a green



edge, which is demonstrated by energy efficient solutions and environmentally friendly innovations.

The construction of the first phase was completed in 2010 and the entire area should be concluded by the end 2013.

### Kouvola Gaining Momentum

Another inland logistics powerhouse can be found about 60 kilometres to the east from Lahti. Kouvola, located in Southeast Finland, is the biggest railway hub in the land and also a leading “dry harbour” in the country. The newest logistics area in the region is Kullasvaara which features 20 hectares of space.

Kouvola relies on diversity: customs functions, special warehouses and various added value services can all be found in the area. The logistics companies in the region want to serve as strategic partners to their customers, finding new ways to improve productivity.

The region is focusing on the Russian transport business with full intention on developing the Trans-Siberian Rail operations – and looking even further down the tracks, all the way to China.

### Turku Builds Big

Moving on to the west coast, there is LogiCity – currently the biggest on-going logistics project in the land. Located just off the City of Turku, LogiCity is being built in an area bordered by the airport, the railway connection, the motorway into Central Finland

# Mäntsälä

## Logistic sweetspot of Finland





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Mäntsälän Yrityskehitys Oy



MÄNTSÄLÄN KUNTA

and the E18 ring road. The ports of Turku and Naantali can be reached by road from LogiCity in about 15 minutes.

LogiCity wants to maximise multimodality, creating an environment where all modes of transport and a supply of versatile logistics services come together. For businesses that utilise logistics, LogiCity offers an operating environment that generates genuine added value.

The Turku Region transport hub is designed for all companies seeking greater process efficiency through logistics. This covers companies typically operating in, for instance, transport and value-added logistics, the distribution centre business, warehousing and wholesale operations, and logistics functions for high-tech industries.

### New Life for Salo

The logistics expertise in the Turku Region will receive a welcome boost, as the Finnish pharmaceutical company Orion is now planning to establish a new packaging and logistics centre in Salo using former Nokia premises.

Adapting the premises to Orion's needs is scheduled to start at the beginning 2013. The packaging and logistics centre should be functioning at full capacity in the autumn of 2014.

Heading north from Turku, there is Tampere, the biggest inland city in the Nordics. There are plans in the region to make freight transportation more sustainable and comprehensive all around the area. Neighbours Valkeakoski and Akaa are among the strong logistics players here. ●

## Ilvesvuori: Great Location, Fast Service

Opportunities for logistics are emerging also in Nurmijärvi, one of the key municipalities of the Helsinki Metropolitan Region. The Ilvesvuori area features over 30 companies which employ about 350 people. The area located by the Helsinki–Tampere motorway is enjoying strong growth: the current 100 hectare area will receive a 50 hectare expansion by 2015.

Pirjo Leino, Business Development Manager for Nurmijärvi, says that the area in question is one of the biggest business area projects that is under development in the capital region.

“For many companies, Ilvesvuori provides an opportunity that is just too good to pass.”

The municipality wanted to attract companies with a flexible concept that allows the companies to receive “the full package,” so to speak. According to Leino, this

concept works best if the companies themselves participate in the process right from the beginning.

“The starting point is always the needs of the company. We make it easy to come here,” she promises.

### Schenker Start

DB Schenker's logistics centre was just completed in November 2012, offering a good example of the way how things are conducted here. Leino says that the planning for the 25,000 square metre logistics centre took only nine months, as the municipality approached Schenker with a ready-made plot.

Schenker was impressed by Nurmijärvi's dedication and drive to get things done and wasted no time in making the investment decision.

According to Leino, there are companies representing various fields in the area, but the common thread is that they all benefit from smart logistics.

“For example, for wholesale operators efficient logistics is simply a must.”

### Smart Choice

Leino says that the troublesome economic situation hasn't slowed down the growth at Ilvesvuori: in fact, she points out that companies now have to think very carefully about where they will establish operations.

“In this scenario, we have a great chance of attracting more companies, since we can offer them the ideal location with full service.” ●



# Cure for the Common Office

Skanska's new headquarters – first of four buildings – is showing the way into the future

*Mannerheimintie – the most high-profile street in Finland – finally has a worthy “gatekeeper,” so to speak. Skanska is raising a quartet of office buildings in the corner of Mannerheimintie and Hakamäentie street, with two buildings already up and running. This visually pleasing entity is known as Manskun Rasti and it is situated only a couple of kilometers away from downtown, featuring superb connections.*

Photo: Kuvatoimisto Kivio Oy



**W**hat makes this set-up especially interesting is that Skanska built the first building for itself, in an attempt to truly dig deep into the best practices of a modern workplace. Skanska's employees moved into their new headquarters in March 2012, and Jukka Pitkänen, Manag-

ing Director of Skanska Commercial Development Finland (Skanska CDF), says that the building has surpassed everybody's expectations so far.

"We have felt right at home here and now, finally, we get the full benefits of the solutions we have been working on for so long."

## BIM Boost

Pitkänen's organisation, Skanska Commercial Development Finland, developed the building, which was completed in February 2012. Skanska House has a total leasable area of 9,100 square metres, and includes eight above ground floors centred around



a glazed atrium and three basement garage levels. Skanska is the owner of the building.

In the making of Skanska House, the project team used pioneering 4D Building Information Modeling (BIM) to plan the construction of the project with a delivery timeline. Pitkänen comments that the information model approach is so versatile that it can improve operations on all fronts. BIM helps to stay on top of the situation – any situation. Looking into the future, Skanska sees BIM being used more and more also in the maintenance of the properties.

BIM is also a handy tool in bringing down the carbon footprint – which is another thing that Skanska Commercial Development Finland is in the habit of doing. Skanska House received the LEED (Leadership in Energy and Environmental design) Core & Shell Platinum certification, and is looking to receive the EU GreenBuilding certification, as well.

### Platinum Business

For Skanska, this is nothing new as such. Skanska CDF's very first project, Lintulahti office building in Helsinki, received a Platinum Level LEED certificate already in 2010 for Core & Shell. The occasion marked the first time an office building project in Europe achieved such a feat.

Securing Platinum for Skanska House was not a walk in the park, however, since LEED requirements keep tightening up – as they should be, Pitkänen points out.

"We, as an industry, must continue to challenge ourselves in the arena of sustainable construction."

Skanska House certainly delivers the goods, using around one third less energy than the Finnish energy code requires. The building has been also equipped with the necessary infrastructure to accommodate a photovoltaic solar system in the future.

In addition, Skanska House uses around 50 % less water than a typical Finnish office building and it features with a rainwater harvesting system that collects water for toilet flushing and car washing. The office spaces are designed to promote healthy working environments and a long useful lifespan through functional and flexible design.

### Smart, Healthy & Green

While in the subject of healthy working environments, Jukka Pitkänen says that the Skanska House is, in many ways, an embodiment of the future Skanska envisions for office dwellers. Let's start with the windows: Skanska House is extensively glazed and the windows have been positioned to optimise the amount of natural light entering the building.

With regards to air conditioning, Pitkänen explains that the building is equipped with an outdoor air delivery monitoring sys-



tem, providing greater ventilation than is required by LEED certification. And this little fact may surprise you: looking at energy savings, the greatest boost comes, in fact, from cutting-edge air conditioning technology.

The trick lies in using bigger air conditioning machines that are able to put out a lot of air – at slower speeds. Additionally, there are sensors that estimate the need of air conditioning for employees: for example, the system diminishes the air flow when workstations are unoccupied and enhances it again when the employees are present. The result is better working conditions for the employees and energy savings for the tenant company.

### Choose Your Space

Skanska House is a great example of tomorrow's office space, designed to be both functional and flexible in order to meet the requirements of present and future tenants. Flexibility, Pitkänen observes, is one of the keys to a longer, more useful lifespan.

"At Skanska, we talk of 'activity-based workplaces' and work hard to develop solutions for the new ways of working." Pitkänen points out that Skanska House features different types of zones to meet the changing demands – there is designated space for working alone in peace-and-quiet as well as comfortable areas for a brainstorming session, and a lot in between the two different areas.

The building provides modern office spaces with state-of-the-art IT and communications infrastructure. The office floors are planned open to allow tenants easy customisation of the office space to suit their requirements. Skanska has also compiled tenant design and construction guidelines, which aim to facilitate building redevelopment and upgrade work that future tenants might undertake – all in line with the 125-year-old company's commitment to the long term.

One of Pitkänen's key messages is that the face of work is changing – and it can be changed for the better. Still, he is not a big believer in remote working from home, but

has faith, instead, in the possibilities offered up by the new mobile ways of working.

"Remote working serves the needs of the individual team member, but might be bad for the team," he says, adding that office interaction is hard to replace via other means.

### Bicyclemania

Getting to work in the morning, however, is rarely as easy as is the case with the Skanska House. Skanska House has great access to Helsinki's public transport network, including several bus routes, train and a tramline. Showing that green streak again, there are charging points and priority parking for electric vehicles available, and Skanska even offers one electric vehicle and two regular vehicles that employees can reserve through a company car share scheme. Still, the rave during the summer months was biking, Pitkänen reveals: "The street level bicycle parking hall is really something to see."

With winter pressing on, public transportation becomes a better solution – and there are buses going past Manskun Rasti almost every minute, to all directions, during office hours. Especially the connections to the Pasila traffic hub (with ample access to trains, too) have been found to be very convenient, indeed.

### Eager to Continue

As the second building at Manskun Rasti was completed in the summer of 2012, the "Fantastic Four" of Mannerheimintie is half-way there. Pitkänen is hopeful that the construction for tower number three – the tallest of the bunch with 12 floors – could kick off in summer 2013.

"We see no obstacles for the launch of construction for neither building number three or four," he says, adding that attention has been growing gradually as people have taken notice of the first two buildings.

"We have had a constant flow of visitors who are very interested in seeing the new buildings, and all of them have been very impressed," Pitkänen says. ●



# Perfect Match

Design and environmental approach boost businesses in Lahti



*Lahti is a growing city in the Helsinki Metropolitan Area. In the coming years, Lahti will invest significantly in the development of the city and its infrastructure. "Green Crocodile," the winner of a recent urban development competition, is but one example of these plans.*

*Coming off a stellar World Design Capital year in 2012, the City of Lahti is eager to keep exploring especially the business opportunities inherent in the world of design. Jyrki Myllyvirta, Mayor of Lahti, points out that focus on industrial design was a part of the City's strategy long before the WDC2012 designation, but the year has certainly served as a catalyst.*

**M**yllyvirta also observes that design has something in common with another strong area of the city: cleantech. "Both design and cleantech have the potential to boost operations in just about any sector. These are not niche areas, but instead, subscribe to a more holistic approach," he says.

But how did Lahti become such a powerhouse in the fields of both design and cleantech? The answer has a lot to do with strong traditions – in both cases. For example, no other city in Finland can claim such a strong legacy in design, with a foundation that was laid already in the 1930's with the emergence of world-class furniture industry. Lahti is clearly the centre of the Finnish furniture industry, with approximately half of the employees in the entire sector working in the region.

## Get to the Core

Industrial design is embedded into the way local companies do business – and benefits have been considerable even in industries where design is often considered a mere afterthought. For example, local maker of state-of-the-art welding equipment, Kemppi, has consistently improved its user-friendliness via design innovations.

In addition to the companies themselves, there is academic muscle in the mix as well, with the esteemed Institute of Design (today a part of Lahti University of Applied Sciences) leading the way. The newest player in the field is Finnish Design Foundation, established in 2009. The Lahti-based foundation supports design-related research, education and development in Finland with special focus on SMEs. "We find that especially small and medium size companies benefit from the activities of the foundation," Myllyvirta comments.

## The Green Break

How about cleantech, then? How is it possible that Lahti has become "the place to be" for cleantech companies in Finland – and internationally recognised for its efforts in the environmental sector? According to Myllyvirta, the answer has something to do with a green streak that is evident in the think-





ing networking facilitator in cleantech sector in Finland.

The Finnish Cleantech Cluster has already helped to create over 500 new green-collar jobs and dozens of new international business opportunities for Finnish cleantech companies. In recent years, the cleantech sector in Lahti has been growing rather nicely, with special expertise to be found in e.g. public water system maintenance, international projects, soil treatment, waste management and recycling.

## Call of the Tracks

Mayor Myllyvirta is of the opinion that even as various types of companies have made Lahti their home, there will be even greater attraction in the future as central areas around the railway tracks will receive a total makeover. Starting with the vicinity of the train station, these grounds represent the most significant development opportunity of this decade – and the next one, Myllyvirta believes.

“As we are effectively connecting the area by the tracks to the downtown, there will be plenty of synergies to be enjoyed and the urban structure will become so much more diverse.” According to the plans, the emergence of diverse business premises and residential units will help turn the environs of the

railway station into a “modern travel hub” where train and bus connections merge.

Already in the area, there is, for example, the Asko business area, which has proved the attractiveness of the neighbourhood. According to Myllyvirta, it is not hard to see why companies find this area appealing: it’s only a couple of minutes’ walk to the train which can take you to Helsinki within the hour – or to St. Petersburg in just a couple of hours.

“In the future, all development will be focusing on connections more and more. With this trackside construction, we are very much tapping into that growth potential.”

## Crocodile Campus

To boost the development, the City set up a World Design Capital 2012 architecture competition for the development of the trackside – the contest in question was, in fact, the single largest architectural competition launched during WDC2012. In the competition, also the citizens were asked for their opinions, as citizen participation is deemed to have a central role in the planning of the area. Citizens, with widely varying viewpoints, were included in the generation of ideas for the area from the start. Ultimately, the winner of the competition was architecture agency Ajak with its plan ‘Green Crocodile’.

ing of the natives – the City of Lahti was among the first to have a municipal board of environment, for instance, and attention paid to waste management and recycling has been noteworthy also in international comparison.

Against this background, it is no wonder that ten percent of Finnish environmental business operations are located in the Lahti Region, along with a strong environmental Business Park and three universities with their own environmental units. As it stands, Lahti Region is Finland’s most important regional cluster for research, education and business in the field – and it has been making waves internationally, also.

In fact, a couple of years ago, Danuta Hübner, the EU Commissioner for Regional Policy, hailed the Finnish Cleantech Cluster and its coordinator Lahti Development Company LADEC as a model example of concrete results achieved with the help of EU funding. Today, LADEC is a lead-



*Jyrki Myllyvirta, Mayor of Lahti, says that Lahti is a great match for companies of all sizes.*



# Designing Success

**M**ore and more, companies are integrating design into their activities. Lahti-based designer Tapio Anttila says that companies in the region have been among the first to embrace design and fully explore the possibilities therein. Anttila also points out that Lahti was a very committed participant of the World Design Capital 2012:

“Lahti gave a very well balanced programme and did very well,” he feels, adding that the importance of design is already understood in the region and its role will only grow in the years to come.

Anttila notes that encompassing design in industrial functions is a long-term project. In Lahti, however, the ground work has been laid decades ago and designers can find local companies that are receptive to their ideas.

“For a designer, Lahti is a great place – there are strong networks and opportunities for collaboration here,” says Anttila whose design projects have garnered also international attention. Anttila points out that Lahti itself is an international city – if he wants to go to, say, Milan to meet colleagues, the international airport is an hour’s drive away.

Anttila’s repertoire includes interior design regardless of the scale. In 2012, Anttila won the national Furniture Designer of the Year honours. He launched his own company in 2005 and has clearly enjoyed himself: “In Lahti, it is very helpful that everyday life rolls so smoothly – there are no traffic jams, all the services are nearby and there are great outdoor activities,” he lists. ●

[www.tapioanttila.com](http://www.tapioanttila.com)



# Lab Power

**R**amboll Analytics is another player that has found Lahti to be a very attractive combination. Ramboll’s environmental laboratory – the biggest in the land – is located here. Pentti Manninen, Director of Water and Environmental Division at Ramboll, says that Lahti is a great base for operations.

“Pretty much everything is within a two hour drive, so we can go on location to do some research and get home the same day,” he offers an example.

Ramboll Analytics has thrived in Lahti, with about 90 people working for the company right now. The laboratory – with almost 2,000 square metres of space – is in fine form and business is booming.

“We have been able to enjoy steady growth, even during the recent years, when the economy has been troubled,” Manninen says. Lahti has proven to be a great match for Ramboll, partly due to the city’s long traditions in laboratory activities. Still, there’s room for more: Manninen is hoping for players from the same field to establish operations in the region.

“That way, we would get even more opportunities for networking and various collaboration projects.” ●

[www.ramboll-analytics.fi](http://www.ramboll-analytics.fi)



Photos: Kaupo Kamm

There are plans to build 105,000 floor square metres of business and office space here, with 22,000 floor square metres reserved for services. In total, the area could feature development to the tune of 332,000 floor square metres.

Myllyvirta says that the ideas from the winning entry – as well as others, too – will be utilised in the making of the zoning plan. “We welcome all ideas since this is a truly historic opportunity for the whole community and we want to get it right the first time.”

## Action All Around

Another thing that Lahti is keen on is developing tourism. New kinds of services are in the works along the Lake Vesijärvi, for example. Teivaanmäki and Mukkula are among the key areas for development and the Skiing World Championships – hosted in Lahti in 2017 – are sure to peak the interest level.

Myllyvirta points out that Lahti has a long history as “Event City” and very much wants to stay that way: “For any successful city, high-profile activities are key in increasing the appeal of the community.” ●

## Lahti Fast Facts

- The second growth centre in the metropolitan area; over 100,000 inhabitants in the city, 200,000 in the Lahti Region
- Strong corporate networks and special expertise: cleantech, design, well-being
- Competitive cost-level
- Skilled workforce available
- “University hub” formed by four academic actors
- Logistically unmatched – less than an hour away from Vuosaari Harbour and international airport
- Great road and rail connections to Helsinki – travel time as little as 48 minutes
- Fast train connection to St. Petersburg – even 2,5 hours
- Versatile business premises and corporate plot offering
- Great home for people and companies alike, with extra focus on leisure

## LADEC

Lahti Development Company LADEC provides comprehensive services to support businesses locating to Lahti.

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• Sami Oinonen, +Studio  
• Jari Sarjo, Senaatti-kiinteistöt / Senate Properties

**Annual Convention 2012:**

# Listening to the Client Takes Center Stage



*Annual Convention 2012 gathered real estate professionals to Hämeenlinna, Finland, in November. Over a period of two days, the seminar participants got to hear many insightful presentations ranging from macroeconomic outlooks to zoning and land use policies. The theme at Aulanko Conference Center was to find “The Way Forward” after four turbulent years in the global economy. One of the ways to secure that future involves putting the customer back in the driver’s seat and asking him what his needs are now – and in the future.*

Changes in organisations’ strategies and space preferences – together with continuously developing office technology solutions – create increasing challenges for the physical working environments. It used to be that only the so-called creative forerunners would embrace radical changes in this regard, but now just about every organisation is looking to boost productivity through workplace and property management.

Hanna Kaleva, Managing Director for KTI Property Information, observed that during recent years more and more emphasis has been placed on improving the work environment and the way things are done in and out of office. “These are trends which have only been gaining momentum of late,” she said.

## Get the Right Tools

Jari Sarjo, Managing Director for government-owned Senate Properties, said that also the public sector needs modern workspace.

“As streamlining takes place in many organisations, it is important to learn to use space more efficiently,” he said, adding that this situation has kicked off an intriguing transition as the former “property manager”

is becoming a bona fide work environment and facilities expert. As a result, also government employees are seeing fashionable work space concepts – such as ‘the lounge’ pit stop for officials-at-large.

Still, Sarjo commented that the real estate industry has a lot of work to do with regards to connecting with the customer. “At present, the two sides do not always speak the same language. The customer is not that keen on buildings – it is good working environments that he is interested in.”

## Quest for the Perfect Office

Tytti Bergman, HR Director from Microsoft Finland, has been very much in demand over the past two years as everybody has wanted to ask her all about Microsoft’s new office concept. Bergman reports that the new premises have hosted 40,000 visitors since their 2010 launch.

According to Bergman, the new concept is very much rooted on individual freedom to choose – you can work where you want (and, in fact, the employees do not have designated work spaces any more). “New take on cooperation, inspiration, flexibility and appeal was also high on our list as we honed our concept,” she said.

Bergman talked about encouraging a “random element” which makes people run into each other and come up with new ideas. Thinking along those same lines was Sami Oinonen, the head of + Studio, which is a Helsinki downtown “co-working space for creative minds”. The idea of + Studio is to pack the house with creative people and watch the sparks fly.

“Ideas are networks,” he said, meaning that as people seek opportunities in networks, also ideas mingle with others and business prospects may arise down the road. At + Studio, one does not need to have all the answers – or even the questions. There is normally someone just around the corner who can help.

## Make It Easy

Bringing a retail perspective into the discussion, Director Jarno Kivinen from Kesko Food noted that for the customer the fundamentals remain unchanged: when it comes to grocery shopping, you want to go where it is easy to do shopping. “The customers also want to be able to access information about the products before their visit to the store – and also during and after the visit.” ●

*Sami J. Anteroinen*





# Opportunities for the brave?

**Janne Larma advises property investors to look beyond Helsinki Metropolitan Area**

*No area of the property market is safe from the economic uncertainty which continues to press on. As the supply fails to meet the demand, transactions in the market take time to materialise. The summer of 2012 offered a ray of hope with a few promising transactions, but the rest of the year showed that there was really very little to be optimistic about.*



are even competing for these assets,” Larma says, adding that especially the foreign investors are keen on prime properties – but also the long-term lease contracts are highly attractive. This trend, however, is not that much different from what the domestic players are doing:

“Also the majority of domestic investors is preferring properties in the capital region or in the best spots of the biggest growth centres.”

### Also-rans in Trouble

According to Larma, it is considerably harder to get the investors excited about properties that are not top quality and of optimal location.

“Due to this development, I feel that the yield gap between prime real estate and other properties has become too wide. As a result, we perceive that investors now have a chance to make great deals by taking on a bit more risk and investing outside the Helsinki Metropolitan Area,” Larma says.

In the present situation, Finland is better off than many – or even most – European economies. Finland is one of the last EU countries in possession of AAA rating, and has made a name for itself as the “Germany of the North”.

Larma perceives another strong asset that the Finns have: the rents have stayed stable and vacancy level has not become a big problem even during the most acute phase of the financial crisis. “In many other European capitals, the economic turmoil hit much harder.”

### Hold the Line

Larma notes that especially the commercial and residential property markets have been going quite strong and rents have even increased during the crisis.

“This goes a long way to add stability and decrease the risks of the investors. Also the companies’ balance sheets are solid and the development of profits is quite good.”

Still, the vacancy rate for offices in the Helsinki metropolitan area is likely to increase since there are a lot of new properties coming to the market. An exodus from less-than-prime real estate may well be in the cards in the near future, which leaves the property owners with a dilemma: is the problem cyclical or structural? In the first case, the improving economy will fix the situation eventually, but if an aging property is deemed obsolete the high vacancy rate may become a permanent problem.

In this set-up, many owners of office properties are forced to evaluate, if it is possible to redevelop the property into something else altogether – or, alternatively, if the property should be demolished, even. KTI Finland observes that during the last five years, around ten office properties – with a

total area of 50,000 square metres, have been redeveloped into hotels in Helsinki. Some offices have also been transformed for residential purposes, and, in a couple of cases, properties have been demolished.

### Flooding the Market

According to KTI Finland, there were 230,000 square metres of office space under construction or major redevelopment in the Helsinki metropolitan area in late 2012. New offices are being built in, for example, Töölönlahti in the downtown area. Also, the two major rail projects, namely the expansion metroline to Espoo and the Ring Rail Line to the Helsinki-Vantaa Airport are attracting office construction. Redevelopment is impacting areas around downtown, as well as Ruoholahti and Kamppi, both very centrally located, too.

KTI records show some that some 170,000 square metres of office space was completed in 2012 and these properties are viewed to be quite attractive from the point of view of especially those companies who have not been seriously impacted by the troublesome economy.

On the other hand, as a wave of new construction is now complete, outlook for brand new development projects isn’t looking so great. The economic woes are decreasing construction activity both in residential and commercial property markets. Retail is feeling the sting, too – while this year saw the launch of two TOP 10 calibre shopping centres, namely Matkus (Kuopio) and Veturi (Kouvola) – the attention turn from new construction to redevelopment now. Major redevelopment projects are under way in e.g. Forum, Itis and Ruoholahti shopping centres in Helsinki, as well as the Tapiola commercial centre in Espoo.

### Finland: Back on the Radar

All and all, Janne Larma believes that there are good opportunities out there, and serious investors are starting to turn their focus, more and more, to real estate again. Finland, often seen as a fringe area, will catch the attention of the international players with increased frequency then.

“During the final months of 2012, we have witnessed ambitions to increase risk levels on the stock and interest markets and this trend should carry on to the property investors’ side. Properties in Finland offer higher yields than in many other countries, for example Sweden.”

Larma notes that this development should soon be reflected on the transaction volume. He sees some signs of life on the real estate finance market, as well:

“Some international banks, which made their exit from Finland around 2009–2010, have again announced their willingness to finance real estate transactions in Finland.” ●

**M**anaging Director Janne Larma from Advium says that the prevailing sentiment on the property investment market is pretty much the same as that of other investment markets: investors shun away from risk, whenever they can.

“The biggest challenges have to do with low investor demand,” he says, while making one exception to the rule: “Prime real estate is still doing well and investors



## NORDICUM REAL ESTATE

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Advium Corporate Finance Ltd is a leading Finnish corporate finance advisor in the major real estate transactions and one of the leading M&A advisors in Finland. Since its foundation in 2000, Advium has advised in more than 100 transactions with a deal value in excess of 9 billion euro.

See pages 3 and 60

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### Specialty Areas

Citycon is a property investment company which concentrates exclusively on retail premises. It owns, leases, manages and develops its properties and plans and commissions the construction of new premises. Citycon operates in Finland, Sweden, and the Baltic countries. The company owns a total of 32 shopping centres and 53 other retail properties. The fair value of the company's entire property portfolio on 30 September 2007 was EUR 2,191.2 million.

See page 36

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See page 21

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See page 44



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Invest in Finland is a government agency promoting foreign investments into Finland. We assist international companies in finding business opportunities in Finland and provide all the relevant information and guidance required to establish a business in Finland.

See page 47

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JOSEK serves all companies in the Joensuu region, from start-ups to established enterprises developing their operations. The business consulting service also assists enterprises and organisations seeking to locate in the Joensuu region. We offer our services free of charge.

See page 39

## LAHTI DEVELOPMENT COMPANY LADEC LTD

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### Specialty Areas

The Lahti region is part of the Helsinki metropolitan area. The City of Lahti has more than 100 000 inhabitants and the province 200 000 inhabitants. The location of the Lahti region is ideal in relation to southern Finland's population and business clusters; half the population of Finland lives within 2 hours of Lahti. Lahti Development Company LADEC is developing rapidly and offers many Lahti based companies a platform to grow their business, a gateway to international markets and the chance to co-operate with universities and research organizations. Clean technologies and industrial design are our main focus areas. LADEC provides also comprehensive services to support businesses locating to Lahti. At the first stage, our experts give tailored and individual assistance to help companies find the suitable business premises or industrial land in the Lahti region.

See page 56

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### Specialty Areas

NCC Property Development develops commercial properties in defined growth markets in the Nordic and Baltic countries and St. Petersburg. NCC creates future environments for working, living and communication.

See page 36 and back cover

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### Specialty Areas

Nurmijärvi municipality- vitality and space for living – is a part of the expanding Helsinki metropolitan area. Road connections to Helsinki and Stockholm and St. Petersburg economic areas are good and the adjacent Helsinki Vantaa airport and Vuosaari harbour provide a quick connection to the world. Nurmijärvi's Ilvesvuori industrial area is located at a good viewpoint next to E12 Helsinki-Tampere motorway. Ilvesvuori has readily zoned building ground for both smaller and larger companies. The Ilvesvuori industrial area is still expanding and more pieces of land with excellent locations will be zoned for example for space taking trade and production, storage and logistics industry companies. More information on entrepreneurship opportunities in Nurmijärvi can be found at the municipality's web pages [www.nurmijarvi.fi](http://www.nurmijarvi.fi) or [www.ilvesvuori.fi](http://www.ilvesvuori.fi).

See page 52

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Seinäjoki Region Business Service Center provides all the relevant information about the region's business environment. Seinäjoki is Finland's fastest growing city and offers attractive opportunities in the HIGHWAY between Helsinki and Oulu cities in Western Finland.

See page 11



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See page 54 and front insert

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SRV is a leading Finnish real estate developer specialising in development, construction and commercialisation of retail and office premises, hotels, logistics and production objects, as well as residential property. SRV is aspired to improve quality of life through sustainable solutions for the built environment.

See page 18

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Tredea Ltd maintains and strengthens the magnetism of the Tampere Central Region and fosters prerequisites for successful business. Tredea is a force that unites regional economic development activities and a builder of practical cooperation. Join the Tampere Business Region network – we'll get you in!

See page 42

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Tapiola Real Estate Ltd provides real estate investment and management services. Half of the company is owned by Tapiola General Mutual Insurance Company and the other half by Tapiola Mutual Life Assurance Company. Tapiola Real Estate Ltd offers real estate investment, managing and counselling services as well as manages real estate investments and fixed assets. The company also engages in rental business, marketing, house management and administration, maintenance, outsourcing and sales services.

See page 38

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## Specialty Areas

YIT is a leading European service company in building systems, construction services and services for industry. We serve customers in 14 countries in the Nordic and Baltic countries, Russia and Central Europe. Our vision is to lead the way in creating and maintaining good living environments. We work for property investors as a supporting partner generating profitable investment solutions.

See page 40

## NOTES:

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