

**SUVILAHTI  
KAAPELI**

**5 HECTARES OF CULTURE**

**250 TENANTS**

**19 YEARS OF RENOVATIONS**

**a short summary**

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# KIINTEISTÖ OY KAAPELITALO - real estate company

## WHAT IS OUR MISSION?

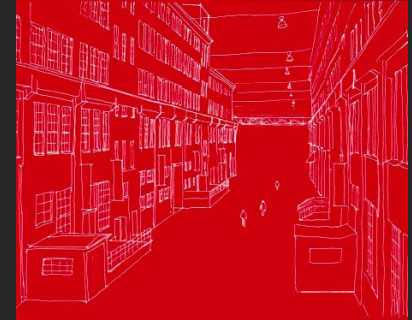
To satisfy the need for cultural space (outside administrative bodies) in Helsinki

To do our part to implement the broader strategy of our owner - the City of Helsinki - for an attractive city of innovation.

## HOW WILL THIS BE ACHIEVED?

By bringing together a historically unique building with unique individual tenants in order to create an internationally, nationally and locally significant cultural centre

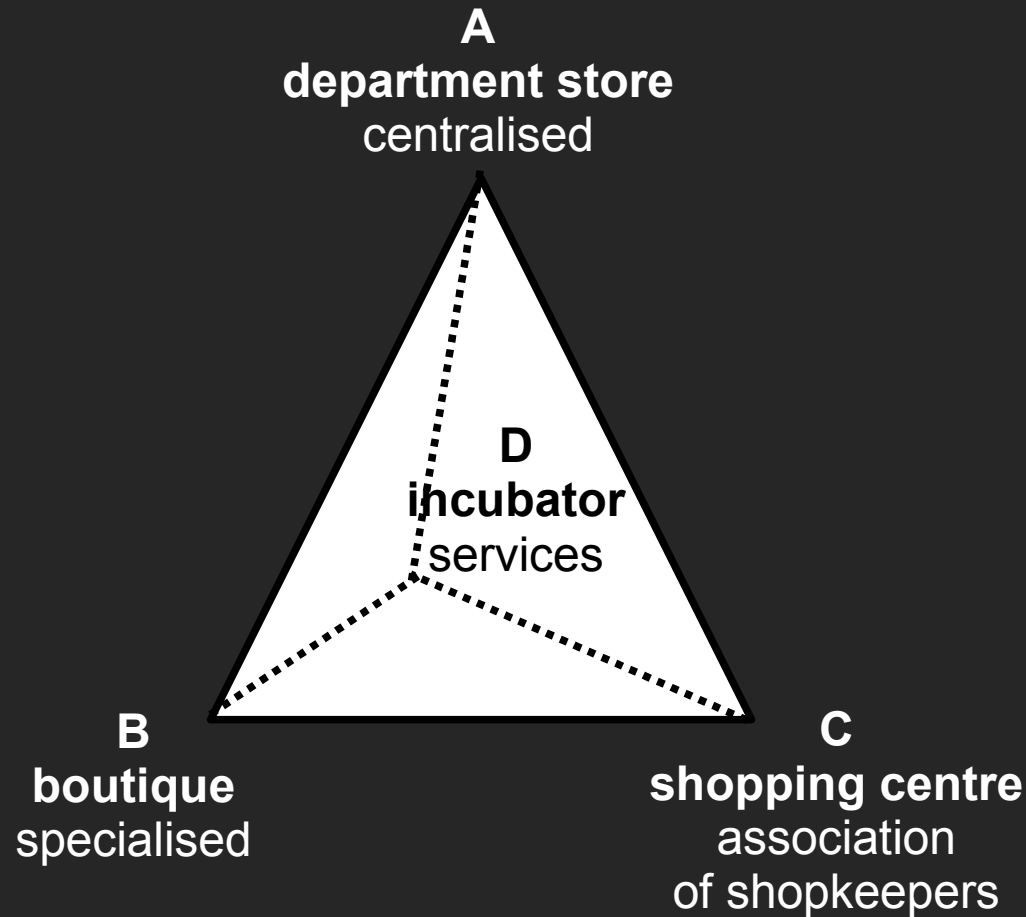
The company solves two of the owner's problems simultaneously



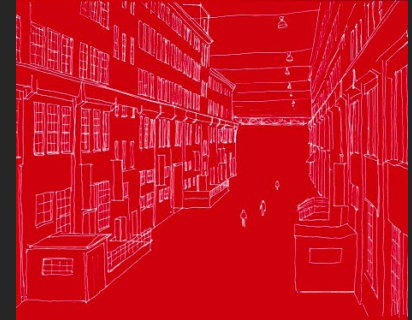
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# A CONCEPTUAL MODEL OF CULTURAL CENTRES



**WE WANT TO BE STRONG IN C (AND D)**



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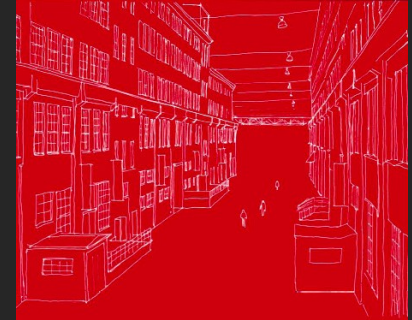
# PRINCIPLE 1/9

The company renovates and leases the facilities simultaneously. Both activities go hand in hand.

-> no grand openings

-> an ongoing story

-> a process involving the operator,  
tenant and visitor



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# PRINCIPLE 2/9

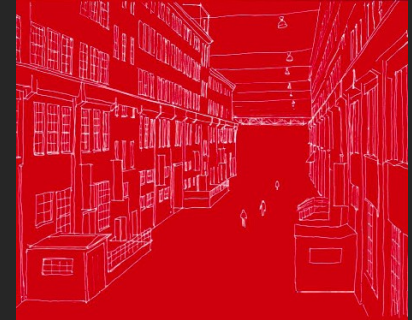
**The company is financially self-sufficient**

**-> meaning that the investment capital needed for carrying out renovations is accumulated by leasing some of the facilities at market price to businesses active in the creative sector.**

**-> facility programme / average yield per m<sup>2</sup>**

**-> community spirit defined by infrastructure requirements**

**supported vs. self-financed tenants: 1/3 vs. 2/3**



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# PRINCIPLE 3/9

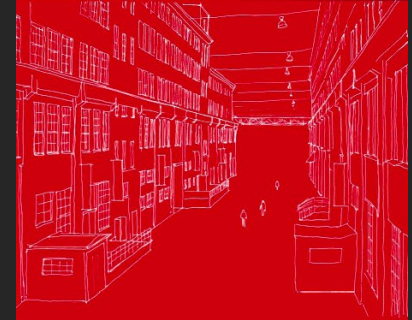
Facilities are leased primarily on an open-ended basis according to valid agreements (60%).

-> predictable budgeting

The biggest performance and event facilities (10%) are leased on a short-term basis one day at a time.

-> fresh customer flows

public spaces vs. closed spaces: 1/2 vs. 1/2



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# PRINCIPLE 4/9

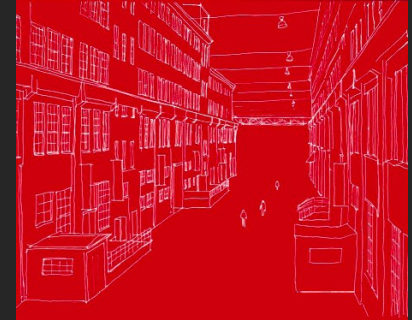
Facilities leased on a short-term basis are leased on a “do-it-yourself” basis

-> facilities are leased empty

-> producer selects his own suppliers

-> no services, no staff, no trouble,  
no storage

-> suits some, not others (suits enough many)



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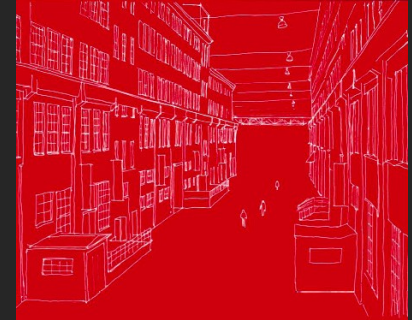
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# PRINCIPLE 5/9

Reverse thinking compared to ordinary property management companies

-> as many tenants as possible

-> personnel not calculated according to minimum requirements



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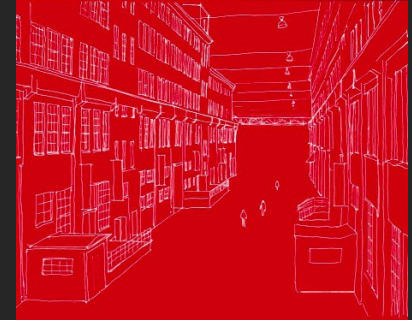
# PRINCIPLE 6/9

The company adheres to a policy of “say yes” regarding its tenants, whose ideas concerning the use of the facilities and their activities are supported as much as possible.

-> bottom-up process managed top-down

-> responsibility on the tenant

-> frees up operator



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# PRINCIPLE 7/9

How little can we:

-> curate?

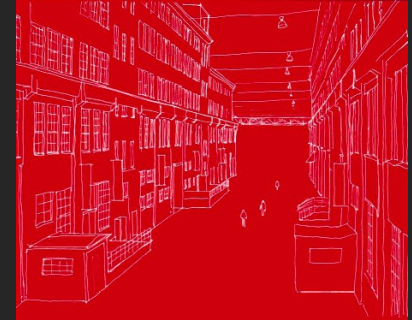
-> repair?

-> serve?

-> communicate?

-> decide?

-> innovate?



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# PRINCIPLE 8/9

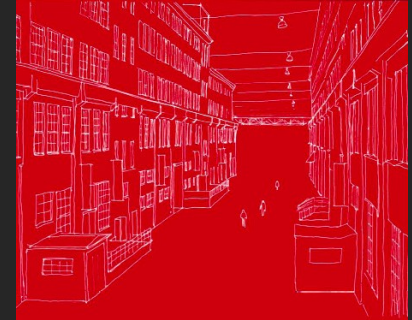
Not the living room of the nation

-> a collection of marginal and one-off activities

-> unique and meaningful happenings, not  
"pretty nice"

-> customers do not visit every day

-> no loyal customers as such



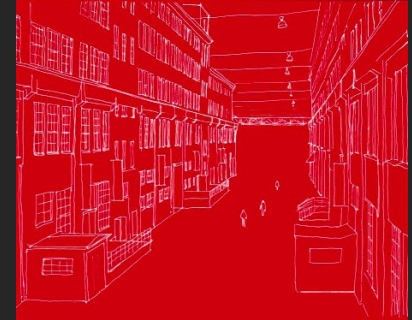
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# PRINCIPLE 9/9

Member of Trans Europe Halles ([www.teh.net](http://www.teh.net))

- > international (at least national)
- > eyes and ears open
- > opportunity also for tenants

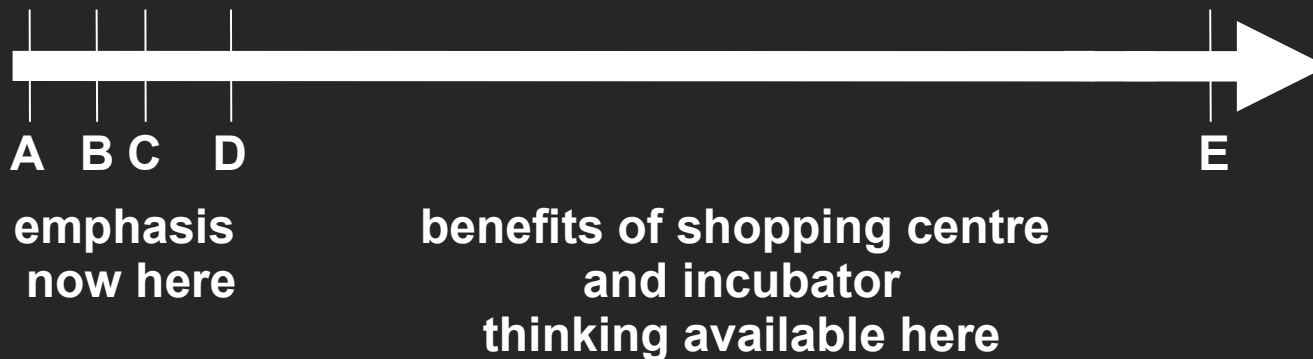


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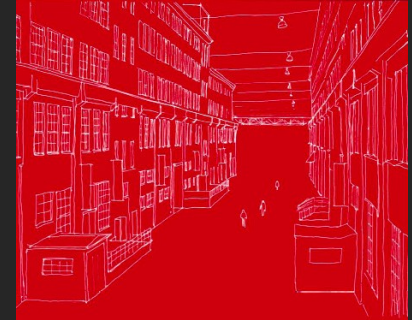
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# CHALLENGES 1/2

## LIFESPAN THINKING



**A - space becomes available, B - selection of new tenant, C - renovation of space, D - tenant moves in, E - tenant moves out**



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# CHALLENGES 2/2

## CUSTOMERS AND THEIR CUSTOMERS

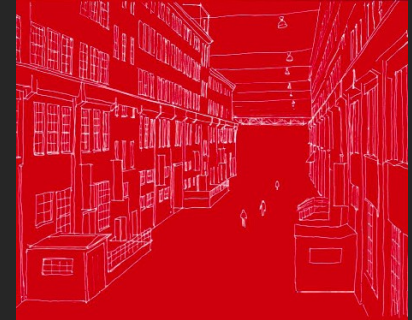
- the company's customers are its tenants
- the tenants' customers are the company's visitors

-> i.e. customers

- visitors do not necessarily know whose customers they are (perhaps are not even interested in knowing)

## HOW CAN OUR CUSTOMERS BENEFIT THE MOST

- > FROM US AND EACH OTHER?
- > FROM OUR SHOPPING CENTRE?

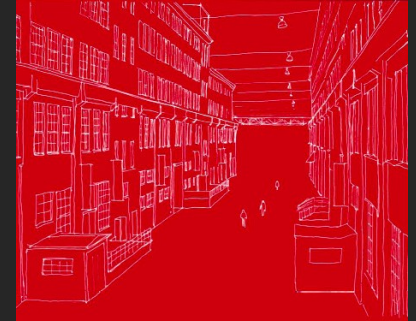


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# HARBOUR AREAS AND THE CABLE FACTORY



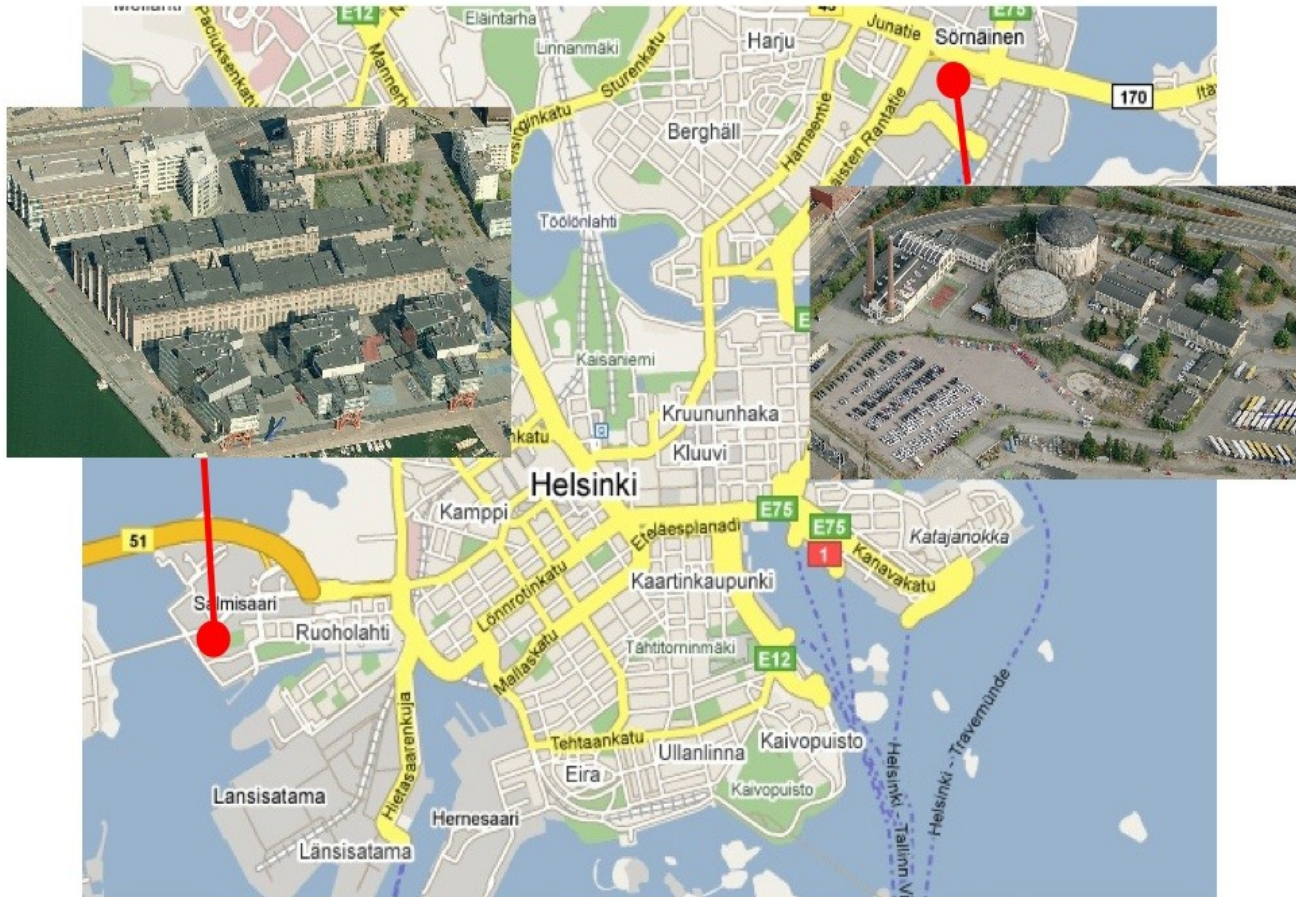
**16,000 residents, 6,000 workplaces 2009-2030**



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# CABLE FACTORY AND SUVILAHTI ON THE MAP OF HELSINKI

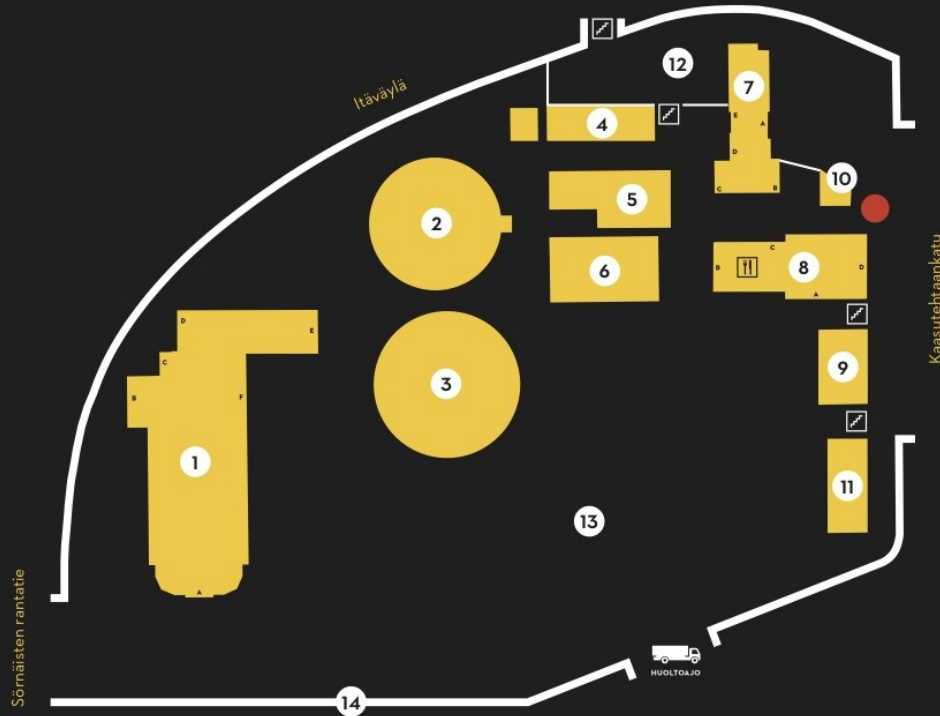


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# SUVILAHTI

- 1 Voimalaitos / Kattilahalli
- 2&3 Kaasukellot
- 4 Makasiini
- 5 Tiivistämö
- 6 Puhdistamo
- 7 Konttori
- 8 Kojehuone
- 9 Mittarikorjaamo / Huilaamo
- 10 Porttirakennus
- 11 Valvomo
- 12 Yläpuutarha
- 13 Tapahtumakenttä
- 14 Graffititaita
- Olet tässä



## SUVILAHTI KAAPELI

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**GAS PLANT, POWER PLANT AND EVENT VENUE**  
14,500m<sup>2</sup> of facilities + gasometers + 2 hectare field.  
Copying the good and avoiding the mistakes.  
Project began 1.1.2008, 5-7 years to fill with tenants after  
which a similar amount of further renovations

# HARBOUR AREAS AND SUVILAHTI



**17,000 residents, 10,000 workplaces 2009-2030**



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# STAFF

**MANAGEMENT**

**RENTING**

**MAINTENANCE**

**CONSTRUCTION**

**COMMUNICATION**

**ADMINISTRATION**

- + non-military service
- + long-term unemployed
- + summer jobs  
(+ interns)
- + contractors



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# MONEY

- cash flow driven, steady, predictable
  - non-for profit
  - maximum investments
  - possibility to take loans
  - maintaining the balance value
- 
- different rent levels for different operations, needs, locations etc.
- 
- no need to include the original construction costs of the buildings into the rents

2010:

5 000 000 vs

3 850 000 vs (850 000 vs 300 000) vs 1 150 000

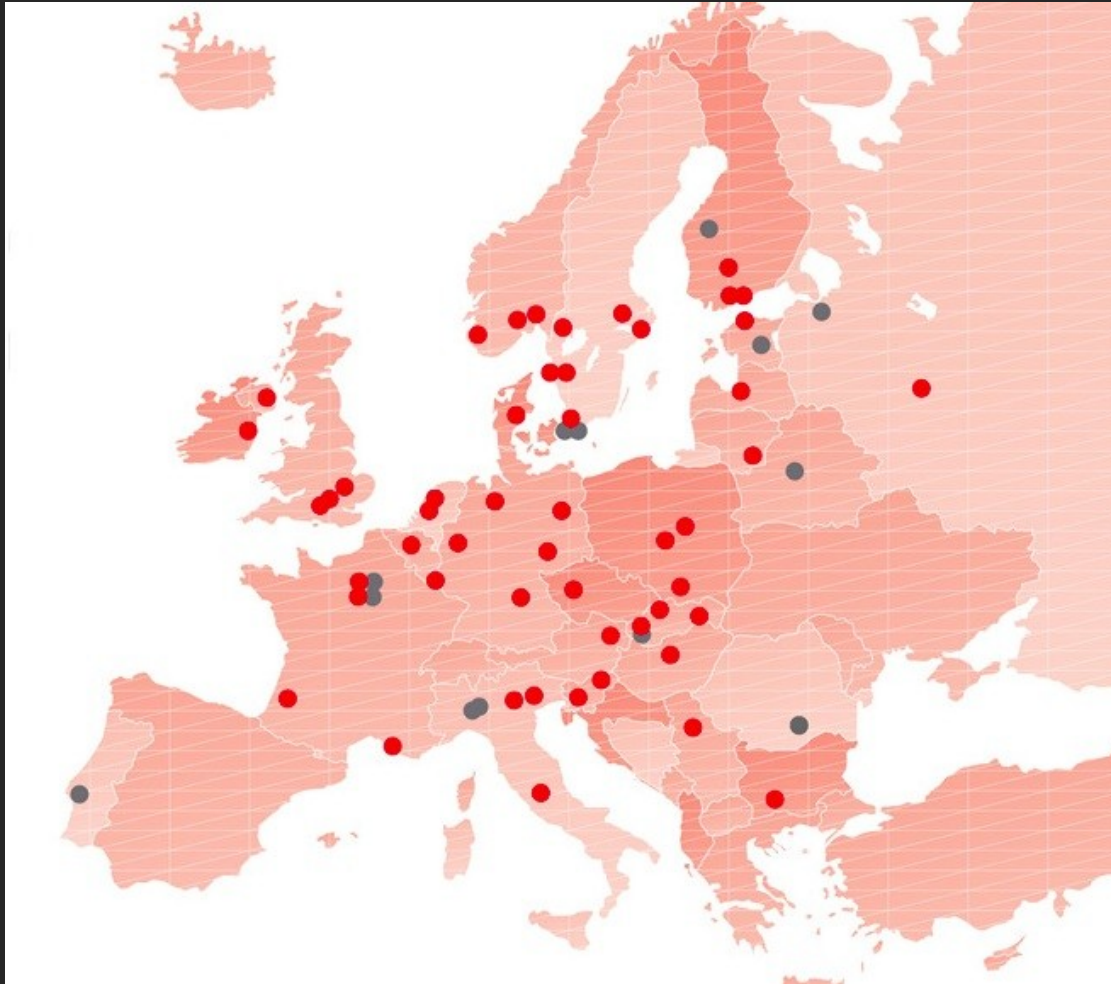
20 000 000 vs 20 000 000



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# TRANS EUROPE HALLES A EUROPEAN NETWORK OF INDEPENDENT CULTURAL CENTRES



**51 MEMBERS AND 13 FRIEND ORGANISATIONS IN 26  
EUROPEAN COUNTRIES (01/11)**

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**TRANS EUROPE HALLES 1/2**

# **A EUROPEAN NETWORK OF INDEPENDENT CULTURAL CENTRES**

- **TEH CENTRES ARE:**

- multicultural (live music, clubs, photography, art, theatre, performances, workshops, education, neighbourhood projects)
- independent
- housed in industrial buildings
- communal

- **TEH CENTRES PROMOTE:**

- new talents
- rising cultural fields
- innovations
- cultural exchange
- communality



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## TRANS EUROPE HALLES 2/2

# A EUROPEAN NETWORK OF INDEPENDENT CULTURAL CENTRES

- from semi-institutional to independent and rebellious
- wide range of "department stores", "shopping centres" and "incubators"
- approx. 5 million visitors each year
- average visit 4-5 hours
- 100-120 bars, cafes and restaurants



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# TEH MEMBERS 01/11:

WUK  
Halles De Schaerbeek  
Pro Rodopi Art Centre  
JOHAN Centrum  
Huset  
Kultuuritehas Polymer  
Kaapelitehdas  
Korjaamo Culture Factory  
Verkatehdas  
La Friche la Belle de Mai  
L'Avant Rue  
Mains d'Oeuvres  
TNT  
Alte Feuerwache  
Kulturzentrum Schlachthof  
Moritzbastei  
ufaFabrik International Culture  
Kulturzentrum Z-Bau  
A38  
CityArts  
Buenaventura  
OZU  
Interzona  
Culture and Arts Project NOASS  
Arts Printing House  
Kulturfabrik  
Arena Vestfossen  
Parkteatret Scene  
Tou Scene  
Laznia Nowa Theatre  
Lodz Art Centre  
Fabryka Trzciny  
Proekt\_Fabrika  
REX  
A4 - Zero Space  
Tabacka kulturfabrik  
Stanica  
ACC Metelkova mesto  
Pekarna Magdalenske Mreze  
Not Quite  
Konstepidemin  
Röda sten  
Subtopia  
Mejeriet  
CuLTUREN  
P60  
Melkweg  
Beat Initiative  
The Junction  
Farnham Maltings  
Village Underground

Vienna  
Brussels  
Bostina  
Pilsen  
Aarhus  
Tallinn  
Helsinki  
Helsinki  
Hämeenlinna  
Marseille  
Paris  
St Ouen  
Bordeaux  
Köln  
Bremen  
Leipzig  
Berlin  
Nürnberg  
Budapest  
Dublin  
Castelfranco Veneto (TV)  
Monteleone Sabino  
Verona  
Riga  
Vilnius  
Esch-sur-Alzette  
Vestfossen  
Oslo  
Stavanger  
Krakow  
Lodz  
Warsaw  
Moscow  
Belgrade  
Bratislava  
Kosice  
Zilina  
Ljubljana  
Maribor  
Fengersfors  
Göteborg  
Göteborg  
Stockholm  
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Belfast  
Cambridge  
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Denmark  
Estonia  
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Luxembourg  
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www.johancentrum.cz  
www.huset-aarhus.dk  
www.kultuuritehas.ee  
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www.verkatehdas.fi  
www.lafriche.org  
www.avantrve.fr  
www.mainsdoeuvres.org  
www.letnt.com  
www.altefeuerwachekoeln.de  
www.schlachthof-bremen.de  
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www.touscene.com  
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# SEE ALSO:

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<http://www.suvilahti.fi/>

## Selection of images of the Cable Factory

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## (Event)video clips from the Cable Factory

[http://youtube.com/results?search\\_query=kaapelitehdas](http://youtube.com/results?search_query=kaapelitehdas)

## Selection of images of Suvilahti

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## Video clips from Flow Festival at Suvilahti

[http://youtube.com/results?search\\_query=%22flow+festi val](http://youtube.com/results?search_query=%22flow+festi val)



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