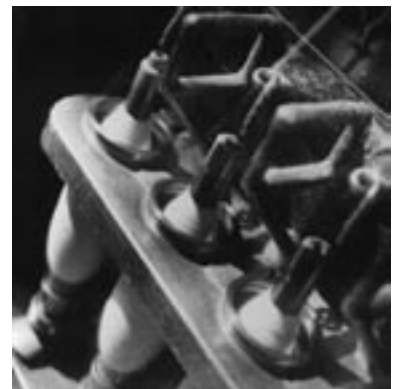


FUTURE OF THE CITY

Finlayson



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Finlayson



First Border Crossing

Interconnections

Tampere is a city of labor and factories. The numerous industrial buildings on the banks of Tammerkoski rapids tell a tale of work, entrepreneurship and perseverance. The first steps along this significant evolutionary path in Finnish terms were taken already some 5,500 years ago. Tireless effort and perseverance were rewarded as water carved its way through solid rock and cut through a narrow isthmus between two lakes, today known as Näsijärvi and Pyhäjärvi. The first propitious basis for the growth of an urban center at the site was thus created. Water, which was to power the town's mills and factories, had revealed its power. Industrial companies, on which the future development and growth of the town relied, were given a source of power. The breakthrough of the rapids marked the start of industrial development. At the same time the town received its dominant theme, its river landscape.

Tampere grew up at a distinct site, it is a town of exceptionally well-defined features. It is one of the purest Finnish examples of the simple and managed use of the tools of urban architecture. It stands on a naturally beautiful and energetic site on a narrow isthmus between two lakes. This isthmus grows into a well-defined gravel ridge with far-reaching views. It was this pent up energy that caused the rapids to initially break through the isthmus.

In the beginning there was silence. The birth of the rapids subsequently began a chain of events that after a slow start culminated in extensive and brisk industrial development on the banks of the rapids. The resulting movement of water was first seen in the energy of the untamed rapids and then in mills, where power from the rapids was transmitted through central drive shafts. Later the power of the rapids was harnessed and led into turbines – the rapids turned in to a string of placid basins. Power was sent to the mills through electric cables. Today most of the mills along the rapids have quieted down and industrial operations have been relocated elsewhere. The nature of work has also changed, dealing now with computer files and electromagnetic impulses. Silence has returned, but in a different form that reflects new types of power and energy.

Some important terms for the definition of new urban spaces include borders (interconnections), the crossing of borders, and the range within which this crossing occurs. Borders can be understood in a number of ways, as tangible physical borders or as psychological or symbolic borders. A border is a place where things meet, a meeting point or intersection. A border is traditionally viewed as a separating element, but it may also be a connecting one. In architectural terms the crossing of borders can be interpreted as the uniting of old and new in an open-minded manner, for example, that creates new and well-functioning urban spaces.





The structure of new cities/urban spaces differs from traditional structures. Their structure is not defined based on axial layouts, grids or the like, but is instead determined by a network of places, unique fragments and identifiable nodes. A city is formed of chains of fragments, each of which has its own specific character, functions and venues. Orientation is not based on space alone but also on topology. Views and continuities are cut in old environments in order to make way for new ones. This creates new landmarks, new movement. Energy and contrast build up between the old and the new.

Society is changing rapidly. Modernization, emancipation and industrialization have all promoted individualism. Rationalization and modernization are inevitably also attended by urbanization. Traditionalism and modernism have been seen as opposing forces. Modernism also includes the traditional, but only as one alternative among many. Living based on traditional standards is simply one alternative. People are freed of community constraints. A city is a venue for self-actualization in this respect. Modern consumerism has led to a state where all that is permanent has ceased to be interesting.



Current urban centers often remain dens of traditionalism while modernism seeks out other venues. Places that are too finished and complete leave no room for the free-roaming imagination of modern man. These types of completed spaces will often take on only esthetic significance, their former meaning disappears and their appearance becomes unfamiliar. The definition of an interesting urban space has changed. People are currently more interested in temporary and unfinished things than they are in completeness and perfection due to the possibilities they see in them. Roughly finished factory halls and back yards spur the imagination of modern man more than finished, clearly defined urban spaces. Finished spaces are these days often seen as expressions of a clear-cut traditional hierarchical system, as spaces reflecting the predominant view, not as spaces for unconstrained activity.

A city is a place where fundamental questions and the meaning of life always come up in one way or another. A city that addresses the hearts of people always contains subconscious elements, even dark ones. Reality becomes real only when people fulfill their subconscious dreams. The great challenge of today is the retention of an element of imperfection in our environment that everyone can complete through their own actions, which will simultaneously facilitate both individuality and collectivity. The task is to build a place where permanence and tradition are seen as one of its features but that is also alive and constantly reacts to its environment.

Giacomo Leopardi stated, freely translated, that the beauty of a work of art lies in its ambiguity, openness and lack of purpose; properties that leave its shape open to interpretation".



Three Interconnections, Three Themes from the Swirls of the Rapids

The motion of water has always been the starting point for the development of the city of Tampere. The effect of swirling water is manifested physically, functionally and symbolically in the architecture of the area. The built whole of the Finlayson area as part of a well-functioning urban environment can be approached based on this shape.

The building base of the Finlayson area constitutes an almost organically grown whole where buildings and the courtyards and streets between them make up an entwined circle resembling swirling water in shape. This shape starts forming at the area's central square, Väinö Linna Plaza, and swirls out toward the center of town to the south and west.

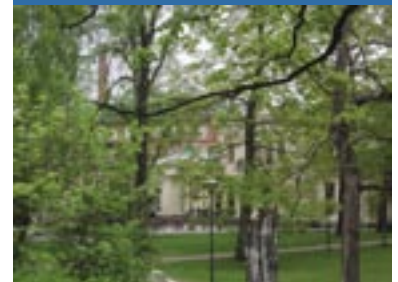
This symbolic seashell shape tells of continuous, unending movement that extends/weaves lines of energy out to its environment. The swirl opens up into the surrounding area while at the other end becoming more intense and winding up at the central square through a closing network of streets. The Finlayson area is like a large swirl that has been confined in its own huge turbine and has been waiting for its release, for new life.

The engaging symbolic swirling power of the Finlayson area has previously been stronger. A large portion of the city's jobs have been located inside the mill's walls. It has appeared shut off to outsiders but its immediate impact on the economy of the community and the livelihoods of people have been far greater than today. Now the gates of the mill have been opened and the physical openness of the area is conspicuous. The effects of the area on its surrounds and the economy of the city are now more multifaceted and are manifested in new ways (circular flow – exchange – new interaction). Symbolic power has many types of effects, often at invisible levels.

Place and Its Significance

Finlayson, as a border zone for the heart of Tampere, is currently in many ways at the center of development and great expectations. As the city and its center have been expanding, the key task for urban planning has become the creation of functioning connections between the center and the surrounding areas, residential neighborhoods and landscapes. The preservation of the Finlayson area has required subtle and precise measures in order to find workable and viable paths for the area's new activities and connections between the area and its surrounds as well as through the area.

The area works in many ways as an interconnecting piece between a number of the city's structural, functional, transportation and landscape elements. Key elements include the city's central rapids milieu and a string of industrial buildings on its banks, in which Finlayson plays an essential role. Another key element is the joining of the northwestern park zone with the city's center, where Finlayson acts as a joining force. The third is naturally the heart of the city and its main square, which ends in Finlayson and which Finlayson carries into and through itself in its current format.





The first border crossing occurred 5,500 years ago, an interconnection with far-reaching impact. New problems have demanded equally broadminded and forceful solutions. Nature and culture are combined and interconnected in a way that provides auspicious conditions and a backdrop for social interaction.

Opened Up to the Surrounding Area

A contest arranged in the late 1980s on the development of the area sought ideas for the implementation of the aforementioned development concept. The value of the Finlayson building base and its suitability for new uses were also surveyed at this time based on the information available at the time, along with possible measures for opening the formerly closed whole up to its environment.

The area's diverse building base that dates from a variety of time periods has required detailed and tailored analysis and close cooperation between the property owners, architects, and technical and commercial consultants. The city's zoning and building authorities have guided and supervised development efforts in keeping with the guidelines of the National Board of Antiquities.

The history of buildings and their architectural value have been extensively investigated over the past decades. The surveys and studies completed have been used as a basis for specifying detailed guidelines regarding the preservation of buildings with respect to their new use. A small number of buildings lacking in value and poorly suited to an open, functional whole and to new uses have needed to be torn down. One such building was TR 57, which is in the process of being replaced by a brand new building at Vainö Linna Plaza that has been blended into the old milieu. These types of buildings have been executed using modern technology and in accordance with modern building standards.

Some of the industrial buildings have been considered valuable particularly for their technical features in terms of architectural history. It has been possible to put these types of buildings, such as Siberia and its adjoining buildings and the Plevna building, into new use without altering their bearing structures or facades. New technology has been incorporated into these buildings as part of a new time layer interlaced with the old interior appearance, and new activities have mainly determined the internal technical and space solutions employed. This category covers most of the area's buildings. The outward appearance of these buildings and their structural clarity have been retained or restored to their original form.

Some of the buildings have been assessed simply from a historical or architectural perspective. One such building is the area's oldest mill building, the Old Mill (the Six Storey), and its annexes, as well as part of the interior of Finlayson's former head office. The Old Mill has been restored using old construction methods, and its past appearance has been brought back and preserved. A search is underway in cooperation with the National Board of Antiquities for an activity suited to this building that would pose minimal strain and wear on its structure.



Alleyways and Open Spaces

Most of the project has involved the conversion of space formerly used for industrial activities to uses that mainly serve the public at large. Another equally sizable task has been the opening and shaping of open spaces between the buildings – alleyways, streets, courtyards and connecting gateways – for public access and for delivery and service vehicles catering to the area’s new tenants. This part of the project has been carried out within the constraints of the old milieu without compromising its unique spirit.

The city center is expanding northward past the Finlayson area and the historic Tampella mill milieu on the opposite bank of the rapids. Future plans improve access between these two areas by building a new pedestrian and bicycle bridge across the upper rapids. The significance of Finlayson as a transportation node and a new type of concentration of downtown activities will continue to grow as it serves as a type of a focal point for various historic, functional, transportation and urban architectural values. Symbolic and concrete influences meet at Finlayson where forces from its surrounds converge and continue to affect the surrounding area.

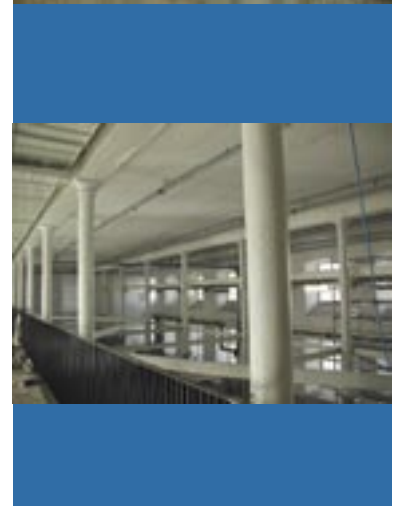
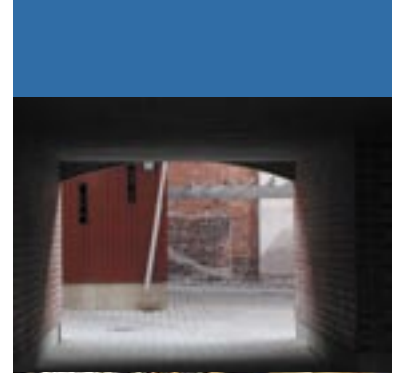
Three Approaches to the Reuse of the Area, New Historical Layers

The Finlayson area is characterized by extensive layering of different time periods. The idea has not been to fully restore the area to its former appearance. New activities have been permitted to add a new lighter dimension and layer to the area’s appearance insofar as this has been done without disturbing the existing structure and its layers. All parts of a formerly closed milieu used for controlled production operations have naturally not worked as public spaces open to all under modern safety standards.

A heritage of work and perseverance is visible in the area in various types of interfaces, interconnections that form a layered whole made up of different time periods. The latest stage of construction commenced at the turn of the century represents a new node in this continuum and adds a new layer to the annals of construction history in the Finlayson area.

The preserving and restoring approach used has been based on identifying old and authentic working methods, textures and details and reintroducing them as parts of a vibrant whole. The layering of time periods has been reinforced by finding the original, oldest and most valuable parts under the more recent layers and marrying them with the new. This approach has been applied to the area’s oldest mill building, the six-storey Old Mill next to Väinö Linna Plaza, which has been given back the stature it deserves in the heart of the area.

The applied and adaptive approach used has in many ways promoted unfettered dialog between the old and the new. This is best seen in the continuation of Finlayson’s historical traditions by using the latest and most advanced technology available. Modern technology has been introduced in connection with the renovation work to support the new uses of the properties, thereby adding to their layered structure, and typically without even attempting to conceal it in keeping with the traditional Finlayson practice. Most of the area’s buildings have been refurbished applying this principle, each for the use that best suits it.





A complementary approach has been selected in some cases when the existing situation has needed to be supplemented for the sake of creating logical spaces or for functional reasons. A hall building built in the 1960s, which was considered lacking in historic and architectural value, was torn down next to Väinö Linna Plaza because, in addition to its other problems, it covered a large portion of the facade of the area's most valuable building, the old Six Storey. A replacing building has been designed in keeping with the area's general scale that will better fit at the plaza and will highlight the position of the Old Mill as the dominant building at the plaza.



The area's tradition of historical interconnections started 5,500 years ago. The intent behind the approaches selected has been to continue this tradition. Our time is but a brief moment in the flow of time and in Finlayson's evolution. All measures taken have been designed to reinforce the area's character as an essential part of the heritage of Finnish work and industrial culture, while also clarifying the interconnection between the built environment and nature as part of the greater swirling circle of life. At its simplest this is manifested in the desire to understand the language of our history and the creations of our culture, and to interpret traditions and human goals through these. Bound by tradition, the intent has been to create a new interpretation alongside the old, so that a living connection and dialog between the old and the new can continue and the new and old generation will both be recognized as members of the same family.



The Finlayson mill area - facts and figures

The Finlayson mill area was born in 1820 on the western bank of the Tammerkoski rapids near the center of a small town called Tampere. Governmental authorities provided strong support for the company by exempting Tampere from customs duties, for example. Finlayson started by manufacturing machinery for textile mills. Spinning came along in 1828 and weaving in 1837. For some time in the latter 1800s and early 1900s, Finlayson was the largest industrial enterprise in the Nordic Countries. Finlayson's industrial operations in Tampere have consisted of cotton milling, which at its peak employed some 3,500 workers. Finlayson was at the time a "town within the town". The mill had its own church and clergyman, hospital and health plan, police department, school and children's home, theater, library, credit union, and in the mid-1800s even its own money. In 1860, one out of every four Finnish industrial workers earned his or her living at Finlayson.

In the heyday of industrial activity in the late 1800s and early 1900s the company also controlled a large section of town called Amuri in addition to the actual mill grounds, which served as a residential area for the mill's workers. Amuri is these days part of the regular residentially oriented structure of the city and it was nearly fully rebuilt in the 1970s and 1980s.

Finances

Asko Oy (currently Uponor Pcl) purchased Oy Finlayson Ab, including its textile operations, in 1985. The company owned a number of industrial properties and land in various parts of Finland. One of these real estate parcels was the Finlayson mill area in Tampere. In 1987 Asko founded a company called Tampereen Kiinteistö Invest Oy ("TaKI") to manage, maintain, lease, provide power for, develop and build up the mill property in Tampere.

TaKI was provided with a solid financial foundation. Its starting share capital was EUR 30.8 million and working capital EUR 3 million, for a total of EUR 33.8 million. Its shares were initially held by a few companies and private individuals. Asko gradually sold off its ownership as the area developed, and 100% of the company's share capital has been owned by the Mutual Pension Insurance Company Varma since 23 April 2004. The renovation and refurbishment of the properties has been mainly financed with bank loans. Interest on these loans and their repayment, along with the company's operating expenses, have been covered by rental income from the properties. In addition to the initial capital commitment, TaKI and Varma have invested more than EUR 100 million in the area. Property lines were redrawn in the area in a 1995 zoning ordinance.

Ownership

TaKI (Varma) owns more than 90% of the properties within the area. The City of Tampere owns the building occupied by Tampere Polytechnic's School of Arts and Media (some 8,000 m²), a hydropower plant and the related canal, the old "Tallipiha" Stable Yard, the Mältinranta arts center, and all streets and parks within the mill grounds. The Evangelical Lutheran Congregation of Tampere owns the old Finlayson church.





The Palace Restaurant (formerly the residence of the mill's general manager) is owned by a private entrepreneur. A nearby solid rock shelter has been designated as an area population shelter for 3,000 people. This was a trade with the City of Tampere whereby the City acquired ownership of the Polytechnic's premises.

The 5,000 m² space occupied by the Central Museum of Labour in Finland was rented "as is" under a 40-year lease agreement. The national government and the City of Tampere covered the roughly EUR 5 million cost of refurbishment and furnishings.

Management

The area is currently one of the urban quarters of central Tampere and thereby subject to ordinary municipal administration with respect to general matters. By virtue of its 90% ownership, TaKI is responsible for the maintenance and management of the area's real estate.

TaKI's maintenance and management responsibilities include

- area and building emergency and rescue plans
- guard services and video surveillance
- website and area intranet
- comprehensive technical services for the area
- waste management system
- general order and safety
- area parking arrangements
- snow removal, sanding, and cleaning of streets and passageways

Almost all technical maintenance services have been outsourced to specialist service providers. TaKI also intends to outsource any remaining maintenance operations currently handled in-house. However, it will retain responsibility for related contracting, costs and oversight.

At the individual level the management of the area is very centralized. All matters are handled by a small TaKI team. Mr. Erkki Kortnesniemi, Property Manager, is responsible for marketing, lease agreements, space use concepts, area logistics (deliveries, parking, waste removal), and property repairs, cleaning and safety.

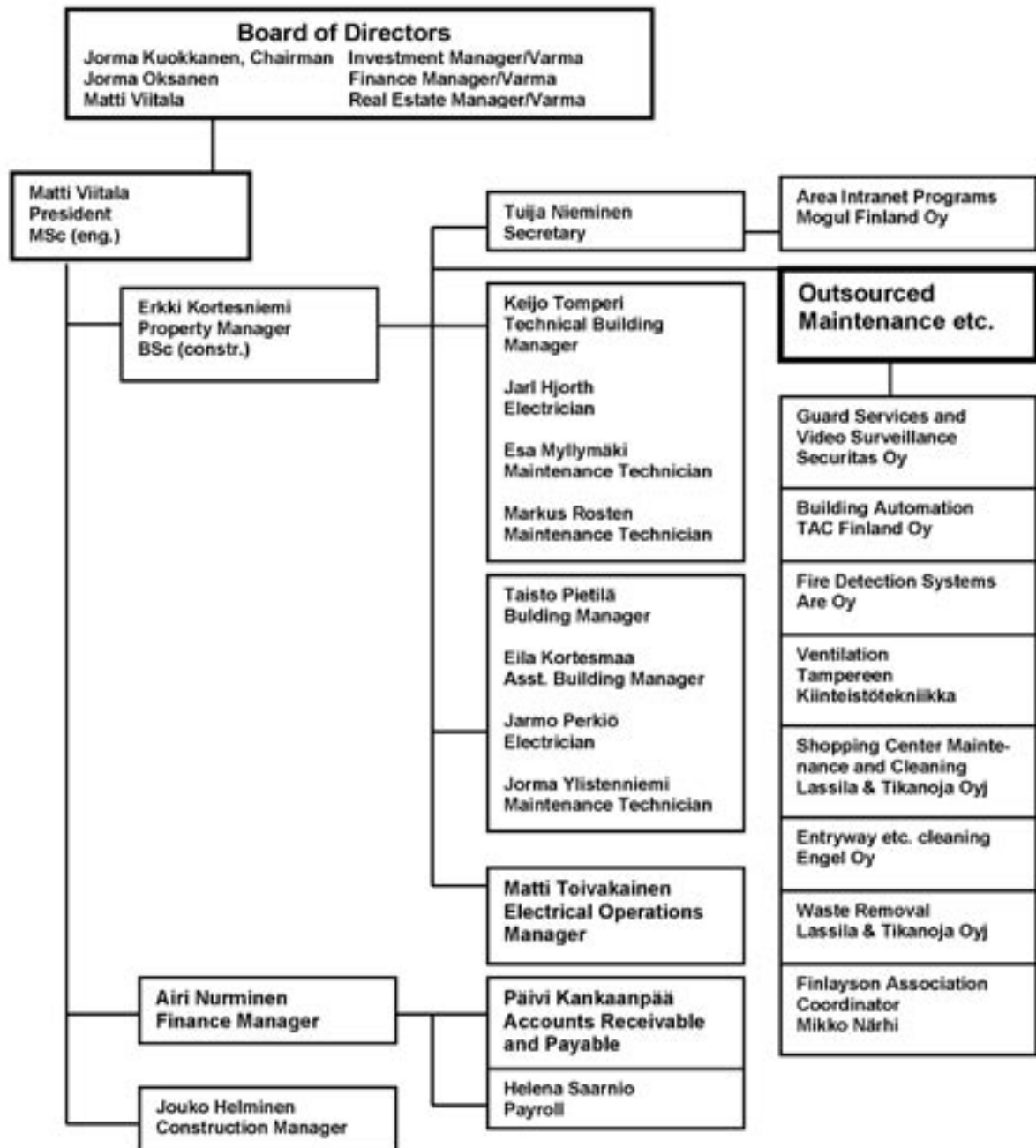
Ms. Airi Nurminen, Finance Manager, has been responsible for annual budgets, borrowing arrangements, accounting, and billing.

All construction projects have also been commissioned by TaKI. Space usage and functionality concepts have been the responsibility of Erkki Kortnesniemi, while TaKI's construction manager has been responsible for related design and supervisory work. The area will be completed within the next two years, or so, with respect to both refurbishment and new construction. From this point onward various functions will be more routine in nature as the area becomes fully operational. This is why various administrative functions have been and will continue to be transferred to the central administrative function of TaKI's owner (Varma), including all financial services.



Tampereen Kiinteistö Invest Oy

Organization Chart



* All large investment decisions are made by the Board of Directors

- Matti Viitala works as Real Estate Manager for Varma Mutual Pension Insurance and is responsible for more than 2 million m² of real property throughout Finland. He is also the President of TaKI.
- Erkki Korttesniemi's construction experience is extensive and well-rounded as he worked for a construction company for some 26 years prior to his current assignment. Twelve years of that time he worked as a planning and project manager. His projects also included a variety of different types of comprehensive construction service contracts.



Project History

Concentrated and financially solid ownership has made it possible to develop the area systematically as an integrated whole based on an area-wide business idea. Roughly 90% of the floor space of area properties was still occupied by Oy Finlayson Ab textile manufacturing operations in the early 1980s. Multi-storey buildings in the city center were no longer suited to modern industrial production from an economic viewpoint, however, and operations were wound up over the next few years and relocated elsewhere. The production of household textiles was the last to end in the area in 1996.

The owner of the properties and the City of Tampere began discussions in 1986 on the future use of the area in the post-industrial era and the required zoning changes. A related architectural competition was held in 1987-1988.

Commercial consultants also worked on various concepts for the use of the area. Traffic flows in the surrounding area, the demographics of the local residential base, the domiciles of local employees, access routes, and the makeup of the local businesses and service providers were also studied.

Finland was in the midst of a severe recession in the early 1990s. The Finlayson area weathered this period exceptionally well due to the debt-free balance sheet of its new owner, Tampereen Kiinteistö Invest Oy, set up to develop the area. Reasonable occupancy was also achieved through low rental rates and light temporary refurbishment.

The area's 1995 zoning ordinance was based on the premise that the changing mill grounds constitute structurally an expansion area for the city center, whose development would bring added versatility and functionality to it. The zoning ordinance specifies that over 70% of the building base must be preserved. In addition to building conservation the economic and functional feasibility of zoning were also considered important in the preparation of the zoning plan. The achievement of the overall objectives set for the Finlayson area was predicated on the construction of residential space as well. The area had also previously included some in addition to the general manager's residence.

As the area's roads and alleyways are very narrow, the basic concept selected was to "bring in and take away as few items as possible while drawing in the greatest possible number of people". This basic idea has been executed very well. The area's good location in the heart of the city but still next to good transportation connections, the start of an economic expansion in the mid-1990s and the space needs of IT companies, the positive publicity received by the Finlayson area, and the unique opportunities afforded by the historic building base all supported the fast renewal and general appeal of the area.

Efficient Infrastructure

TaKI has also invested in the area's infrastructure. Based on the zoning agreement, TaKI has paid for the construction of the area's streets, alleyways and water and sewer services, and has refurbished area maintenance tunnels and partly paid for a pedestrian tunnel passing under the adjacent street Satakunnankatu to the large town square Keskustori.

The renovation of the area's building base started in 1994 with the construction of a large brewery restaurant, a 10 screen movie theater, and indoor parking for roughly 600 cars in the old weaving mill building completed in the 1870s as the largest industrial building in the Nordic Countries at the time.

TaKI has provided exterior lighting for a large part of the building facades in the area and also maintains these lighting systems.

The City of Tampere has also invested in such items as:

- Pedestrian paths and tunnels along the banks of the rapids
- The renovation of the northern end of the Keskustori square, including an underground parking facility and a pedestrian underpass bicycle paths
- The Palace Park, formerly the general manager's park, which has been repaired and returned to its 1930s appearance and turned into a public park since its ownership was transferred to the City
- The old stables area adjacent to the Finlayson grounds

The City of Tampere and TaKI established cooperative committees to steer the implementation of the area's new uses:

- top management met once a year
- the actual project team met monthly during the most intense period of development

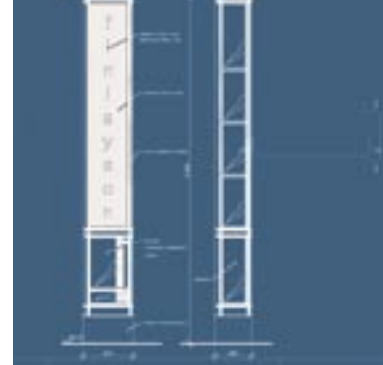
These committees steered the implementation of projects in accordance with the overall objectives, monitored their progress, and reconciled the area's needs with development objectives and plans set for the rest of the city center. Thanks to the work and organization of these committees TaKI and the City of Tampere have been able to work together very smoothly and in a timely manner.

Advice was still sought from commercial consultants at the implementation stage with respect to the intended use of spaces, but no remarkable insight was gained this way.

Design Know-how

The notable contributions of architects familiar with the area have, on the other hand, turned it into an architecturally vibrant whole.

- The architectural firm Petri Pussinen Oy has designed the movie theater complex and indoor parking facility, the Siberia shopping center, the Aamulehti newspaper offices, and the refurbishment of the area's main office building.
- The area's large office buildings have been designed by the architectural offices of Stenvall-Timola-Varhi Oy.





- The Polytechnic's premises, the Old Mill and the premises of the private hospital Mehiläinen have been designed by the architectural firm Lasse Kosunen Oy.

- KSOY architects have designed the area's new residential properties.

The awardwinning architectural lighting of the most important buildings in the area has been designed by lighting designer Roope Siironen.

Vibrant Milieu

Space use and tenant choices have been used to make sure that the area will "remain alive" seven days a week and almost 24 hours a day.

The area features 18 cafes and restaurants with more than 3,500 seats, including

- a night club	700 seats
- karaoke restaurant	250 "
- brewery restaurant	440 "
- Pub	200 "
- Palace Restaurant	350 "
Dining restaurants and cafes	over 1500 "



There are nearly 100 commercial tenants, including

- media and IT businesses
- health care businesses
- 3 museums
- a Finnkino movie complex/10 screens, almost 1,700 seats. Visitor counts total roughly 550,000 annually
- when the private hospital Mehiläinen is completed in year 2005, some 1,100 people will visit the area for health care services every weekday
- The Polytechnic has 450 students at the site



The Finlayson church, which has been owned by the Evangelical Lutheran Congregation of Tampere since its hundredth anniversary in 1979, is a very popular church for weddings. Wedding receptions, in turn, are celebrated at the Palace Restaurant or in the convention facilities of restaurant Bravo Plaza. Both also cater to a variety of private occasions and business functions.

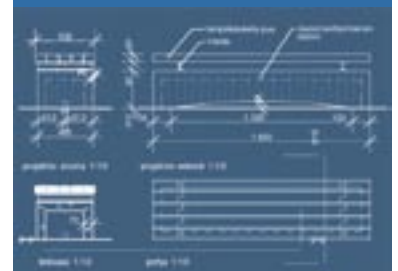
TaKI is a founding member of the Finlayson Association and sits on its board of directors. The membership of Finlayson Association consists of area businesses and it actively markets, publicizes and coordinates area events, Finlayson memorabilia, etc.

TaKI is also a member of a promotional association for the city of Tampere founded by businesses located in the city center. This association organizes a number of annual events, such as a week of decorative lighting displays in the fall and flower weeks in the summer that include the selection of a 'flower maiden' and a 'flower mayor' and a flower parade, food and wine tasting, big top entertainment, etc.



Upon the completion of the private hospital Mehiläinen, Väinö Linna Plaza will also become an event venue for concerts, outdoor theater, lighting displays, etc.

Access routes to the heart of Tampere are equipped with display screens that show the current availability of parking spaces at the nearest parking facilities. TaKI participates in this system with the largest indoor parking facility in Tampere, the 612-space P-Plevna.





A Unique Quarter of Tampere in Its Vibrancy

Life at Finlayson Continues Around the Clock

The Finlayson area is alive 24 hours a day. The night club by the rapids has just closed its doors at four in the morning as a breakfast restaurant's chef arrives to make breakfast rolls. Aamulehti's carriers are picking up newspapers. The first office lights come on around six or seven.

Students arrive at the School of Arts and Media, assuming that they have even left their art for the night. Offices fill up, restaurants are ready to receive their lunch customers. In addition to employees, five to six thousand people visit the area each day. Nearly 2,000 of these visit one of ten movie theaters, many visit museums and restaurants, and a large number just come to marvel at the timeless atmosphere of the area and the works of their forefathers. The evening ends with romantic restaurants, pubs, dancing or karaoke.

More than a hundred years ago, toward the end of the 1800s, the area provided employment for 3,000 textile workers. Now Finlayson houses a like number of workers but in different types of jobs as ICT designers, media content providers, and other types of vendors of know-how and services. The sounds of spinning and weaving machinery have been replaced by human voices and the tapping of computer keyboards.

The Finlayson area is always lively, at times even more so. Area businesses organize a variety of special events both by themselves and as a group.

Museums

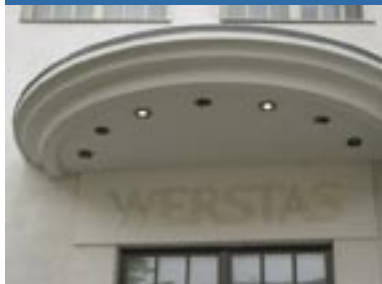
The Finlayson area is already like a museum. It still also manages to accommodate three specialized museums that feature tens of traveling exhibits in addition to their own collections.

Spy Museum Latest Addition

The Spy Museum has been in operation for one year and is constantly expanding its collections of spy gear and stories, and it serves some 20,000 visitors a year. This museum is the only one of its kind in the Nordic Countries. Especially school groups are particularly interested. Long shopping trips are made to the museum store for spy paraphernalia for important missions.

Central Museum of Labour in Finland

The Central Museum of Labour features both its own collections and visiting exhibits, and receives already 17,000 visitors each year. The museum also cooperates with unaffiliated groups by organizing joint exhibitions. Recent exhibitions have covered such topics as the histories of Finlayson and the cooperative store movement, women imprisoned on political grounds, Willy Brandt, the modern art collection of the OKO cooperative banking group, and an exhibit of art made out of recycled materials. The museum organizes many children's activities, one of them a play entitled The Wizard of the Rapids, which is based loosely on the history of the area. A new theater group was set up



for the show, the Cotton Mill Players. A theater by the same name also operated in the area in the 1800s. In Ghost's Caper children scour the area to find items hidden by a ghost.

The museum has a number of guides who will take groups on tours of the area based on a theme of their choice. Among such themes are social history, architecture, economic history, and energy. Tailored tours are also available for school groups of different ages.

The most popular permanent exhibit is a steam engine museum that features a shiny Sulzer steam engine from 1889 that still stands at its original location, as if waiting to be put back to work at any moment. Steam engine operator Einari visits the museum during special events with his lunchbox and stories.

Media Museum Rupriikki

The Rupriikki media museum houses a collection of local media history that also tells the history of Finnish media from the first typesetters to cameras to the fresh history of cellular phones and popular television programs. At Rupriikki one can also view the latest media scourges, namely computer hacking and viruses.

The museum also features changing exhibits on such topics as newspaper photography and local cartoonists.

Mältinranta Arts Center

The old water treatment facility by the rapids houses Mältinranta Arts Center, which provides meeting and work space for members of the Tampere Artists' Association and exhibition space mainly for rising young artists.

Himmelblau Graphics Workshop

At the other end of the area on the edge of the rapids sits a graphics workshop where some of the most popular Finnish artists work throughout the year. The waters of the upper dam boil in front of the shop's windows as artists search for inspiration.

"Tallipiha" Stable Yard

Tallipiha is the former stables area for Finlayson's horses and the living quarters of its coachmen. Local artisans now work and tend shops in the ornate wooden buildings. Some 85,000 people visit Tallipiha annually. The most popular times are traditional seasons such as Christmas and Easter. In the summertime the nearby park and numerous outdoor events, including theatrical performances and fairs, draw people to the area. The area's St. Petersburg Market event continues to attract more and more buyers and sellers each year.

Finlayson Church

The Finlayson church is one of the most popular wedding churches in Tampere. This 1870s church is small but rich in atmosphere, and it is otherwise dedicated to children. Live classical music and moments of devotion are available everyday from morning to evening during summer. The Finlayson church is a popular venue for musical performances.





Finlayson Factory Store

The Finlayson factory store, which has been in operation since the 1920s, serves as a tangible reminder of the area's textile manufacturing heritage. Textile production has moved to more practical locations but the sale of products continues lively. Thousands of former Finlayson mill workers still get together regularly to trade memorabilia and swap stories.

Finlayson Palace

Finlayson Palace is the past residence of the owners of Finlayson mills. The former greenhouses erected to grow pineapple and other exotic fruit have disappeared, but an eagle statue still commemorates the visit of the Czar of Russia in the early 1800s. The Palace now serves as a restaurant and a venue for private occasions. The premises are booked for weddings and other special occasions for several years ahead.

Tammerkoski Ice Swimming Hole

The banks of the rapids are also accessible to all city residents for fishing, washing rugs, or winter swimming. A small group of reporters who take a morning dip in the river throughout the year are considered the arctic heroes of Finlayson. The rapids, of course, have no ice cover to cut a hole in, but one can get just as cold in freezing water.

Each Restaurant Operates on a Different Concept

Restaurants already have their own traditions and regular events. The area's own brewery, Plevna, celebrates an annual Scottish Week in honor of the original nationality of the area's founder, James Finlayson. Oktoberfest is marked by song in the fall. The brewery's beers continue to win national and international awards each year. German sausage dishes have also gradually caught on with women as well.

Area restaurants make use of the area's heritage and physical setting. Il Forno features an open hearth oven that takes advantage of a 32-meter smoke stack left over from the industrial days. Most restaurants display various types of paraphernalia dating back to the active days of the mill, such as tables, chairs and photographs. One restaurant specializes in beers of the world, another one in Danish sandwiches, while American Diner is gaining growing interest through its authenticity. The atmosphere and smells of the Mediterranean waft in the air in the darkest recesses of the complex. The area's modern art curiosity is a restaurant located in a street underpass whose décor was designed by an internationally noted Finnish artist.

Ten Movies a Night

Ten movie theater auditoriums cater to 550,000 visitors annually. Tens of premiers are screened and hundreds of kilos of popcorn are consumed every year. In the daytime these theater facilities accommodate corporate seminars and conventions.

The Watchful Eye of the Media

Finland's second largest newspaper, Aamulehti, operates out of Fin-



layson's old Siberia building, with the exception of its printing presses. Other papers by the same publisher are also produced on these premises. Nearly half a million people get to read about the latest Finlayson area news every day. Aamulehti is one of the area's most enthusiastic organizers of special events.

Occasional Joining of Forces

Businesses tend to organize their own special events, but joint events are also organized every now and then in good Finlayson cooperative spirit to the delight of all city residents. Joint projects frequently start at the Finlayson Area Association, whose membership consists of local businesses and residents.

Aamulehti hosts an annual Live and Breathe literature event. Area restaurants organize book shows, poetry readings and interviews. This event drew some 8,000 attendees in the winter of 2004. Aamulehti also organizes exhibitions, such as Advertising Week, newspaper photography reviews and art exhibits in its lobby. These events always include other area businesses, particularly restaurants and museums.

Jointly organized events include a Night of Events at Finlayson and Finlayson Week when area plazas and restaurants feature various types of entertainment. Restaurants serve traditional dishes and organize themed evenings of entertainment. Tampere school children were this year's special guests, while retirees will be next year's special invitees. A malt ale called James was brewed in the spirit of Scotland to celebrate the week in 2004. Each year area businesses select Mr. or Mrs. Finlayson during the week who has made a particularly noteworthy contribution to the development of the area. Erkki Kortnesniemi, the area's property manager, was elected Mr. Finlayson in 2004. Prior years' celebrities have included architect Petri Pussinen, who has drafted the refurbishment plans for many of the area's buildings, and museum director Pontus Blomster.

Finlayson's colorful multipurpose facilities and 1,000 parking spaces have drawn many recurring events to the area. The Tampere International Short Film Festival held in March brings some 32,000 visitors to Finlayson. A MindTrek media week held in November is attended by some 6,000 visitors, mainly ICT professionals. Lobbies and hallways are used by many companies for exhibition and marketing purposes.

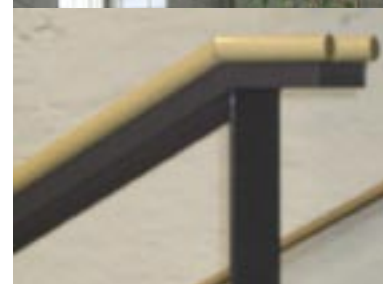
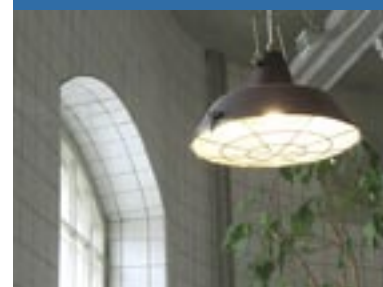
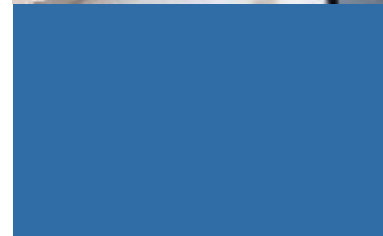
Annual Events Calendar

Area businesses and organizations have prepared an annual calendar of common Finlayson events. Some of these events are already traditions, some still await their premier. All events are open to the public.

Events are announced through special events calendars

- One for the heart of Finlayson
- One for the "Tallipiha" Stable Yard
- Museums exhibition calendars

The museums arrange themed weeks and events, heritage days, special exhibitions and guided tours in co-operation with the tourist bureau of Tampere.





January	Winter delicacies along the indoor hallways
February	Live and Breathe literature event
March	Tampere Film Festival
April	Pictorial Arts Days
May	Finlayson Week
Jun	“Tallipiha” Stable Yard Summer
July	City of Flowers “Tallipiha” Stable Yard Summer
August	Summer Theater, Night of Events
September	Architectural Heritage Day
October	Salsa Carnival
November	MindTrek Advertising Week
December	Christmas Event Finlayson of Lights



Everything seems to be coming up roses at Finlayson. The area’s new residents and new vigor have also received the approval of the mill’s ghost, night watchman Juha, who is now going on his second century of haunting. Juha probably fails to understand, however, how one of Santa’s reindeers managed to get off an elevator and onto the yard by itself at a pre-Christmas party three years ago.

Meeting Place for Thousands of People

Allowing for recurring visits, an average of 9,000 people visit the Finlayson area every day. Most, some 3,000, go to work or school, and they are estimated to collectively get 1,500 visitors. The area’s 3,500 restaurant seats are well used throughout the day. Restaurant guests, in particular, often include people who already work or study in the area.

The movie theaters cater to 1,600 visitors on an average day. The areas west of Finlayson, Tallipiha, the church, the Finlayson Palace and Mältinranta, are visited by 1,000 people daily.

Many of the annual events also attract more than one thousand visitors. The largest of these is the Tampere Film Festival with its 32,000 attendees. The literature event draws 8,000 visitors, MindTrek 6,000, the Night of Events 2,000 and Tampere Day 1,500. The area’s restaurants cater to three private occasions with more than one hundred guests during an average week, which makes for a conservative total estimate of 20,000 visitors per year.



The Finlayson Area in 2020 - 2050

The area's building base of roughly 100,000 square meters will be completed by 2006. The last one-fifth under work includes the area's oldest building, the six-storey Old Mill, whose lower floors will house new art exhibition space and the offices of cultural organizations. The upper floors will be used for office space. The central Vainö Linna Plaza will be put to its ultimate use as a venue for special events.

A private clinic will move to a new building along the plaza, and its presence will also attract other health care service providers. The northern end of the area will have roughly one hundred residential units.

Life at Finlayson will change. The Finlayson area will be ready for this change. Floor space and courtyards will be used more intensely than before but for different purposes. The area's heritage and its connection with past Finlayson generations will continue to attract interest and provide a basis for the success of new businesses.

Older and older spaces will be in demand. More people will work in the area and activities will be more international than before. Companies operating in the innovative Finlayson environment will tend to concentrate on expertise-based businesses. Things will be sold and designed but at a more specialized level. The area will be known as a center for the development of semantic enterprises, a center of women's technology, and a forerunner in virtual documentation and cultural technology, to mention a few. This evolution will also have an impact on the lives of local employees. There will be more places to meet and events to choose from. Finlayson will no longer be simply a regional hub but also an international center in a number of specialized industries.

Museums will organize virtual tours into the past of Finlayson where visitors can picture themselves in the midst of spinning and weaving machinery. Museum services will develop with changes in the local business base.

The area's plazas and restaurants will host wine festivals in the summertime and in the wintertime long tables filled with delicacies are set up along the long hallways. There will be a greater number of arts events. The most popular events of the long winter will be the Arts Days and Tampere Film Festival. The Arts Days will draw people from afar to view modern art and to swap paintings with other visitors either on-site or on-line. Paintings are appraised and they can also be rented. The Tampere Film Festival will still attract a mass audience but also a more international group of visitors due to the digital presentation technology used. Attendees will be able to view movies in different parts of the world and participate in discussions. Instead of ten movie theaters there will be fifty locations that can show films based on the wishes of a particular audience.

Recurring religious plays presented outdoors at Christmas, Midsummer and Easter will remain popular. The same Finlayson area will be a place for work and leisure, but also for reflection and contemplation.





The area's theatrical group will put on plays about the powerful Notbeck family whose members managed Finlayson for decades. Finlayson will be a popular leisure time destination, a vibrant area for an evening stroll. Partial roofing will promote steadier use of the area's courtyards and squares throughout the year.



In Closing - “Phoenix Rising”

Perseverance and relentless work have always been the driving forces for change, both symbolically and physically. As the 1970s turned into the 1980s, social changes brought the Finlayson area to a situation that required persevering and relentless work. This subsequent work to revive the area is in no way exceptional in terms of the history of Finlayson, quite the contrary. Finlayson has often been forced to re-evaluate matters for one reason or another. Wars, social changes, technical innovations and fires have also left their mark on Finlayson. New things have often been built literally from the ashes of the old.

Finlayson is a source of energy that powers the city center in a new manner. It is a modern impeller that gets its power from the same source that once brought the mill to life. The spirit of the powerful rapids is still present in the atmosphere of the mill milieu, and it has been strong and unique enough to stand firm in a torrent of changes and to also provide a footing and meaning for the new. The endless movement of the rapids that generates life and activity has also served as an underlying symbolic theme at this latest stage of change.

But work is by no means over once the current project is completed. Development and evaluation work will continue. Attention will be re-focused and objectives will be re-evaluated and re-established as appropriate. The nature of the area’s management organization will change. The management and implementation of construction projects will be de-emphasized within the organization and they will be replaced by the maintenance, development and re-evaluation of existing operations. Continuous circular flow and interconnections also run through the area’s management and its operations.

