

Foundation of a commission for strategic analysis in the Hauts-de-Seine

The debates organized last November 15th have demonstrated the need to create an efficient tool to help institutional players become more aware of the strategies to be adopted for developing the economic fabric of the département. Patrick Ollier, President of the Commission of Economic Affairs, Environment, and Territory in the French National Assembly has proposed the creation of a Commission for Strategic Analysis in the Hauts-de-Seine.

The activities of this ad hoc structure could cover various economic, social and urban fields, while including issues relating to sustainable development. Open to all of the private and institutional players, particularly mayors, this new commission would act as coordinator and would be a venue for exchanges and debates. The goal is to establish upstream a dedicated cell for partnership and constructive dialogue between the private and the public sectors, and among the institutional players themselves. This healthy emulation, which the CCIP Hauts-de-Seine earnestly seeks, would allow the creation of a common prospective vision, the planning of short- and medium-term public efforts, and hence the anticipation of an overall approach to urban and economic development. The foundation of this new entity implies abandoning the logic of bilateral consultation, in order to design public urban and economic policies in a coordinated fashion and to harmonize the various points of view, setting out the major axes for actions to be undertaken in our département.

Already three areas of action could be rapidly addressed by this new commission:

- 1. Changes in the economy and in employment**
 - > Company real estate: adapting the offer to firms' new requirements, redeveloping business and industrial parks
 - > Changes in occupations: accompanying firms and adapting employee training
 - > Reinforcing the links between companies and the territory: developing networks of companies
- 2. Transport**
 - > Creation of the new Arc Express / Métrophérique and CDS Express lines
 - > Extension of existing lines: EOLE, metro and tram networks
- 3. Housing**
 - > Seeking a fair balance between employment and habitat
 - > Increasing the number of intermediate dwellings

A review committee would coordinate the actions to be undertaken and would aim at reconciling territorial growth and sustainable development.



From left to right:

Pierre de Bosquet, Prefect of the Hauts-de-Seine département

Patrick Ollier, Mayor of Rueil-Malmaison, President of the Commission of Economic Affairs, Environment, and Territory in the French National Assembly

Claude Leroi, President of the CCIP Hauts-de-Seine

Jean Guillot, Director of Equipment, Hauts-de-Seine département

Thierry Laroue-Pont, Vice-President of Atisreal France



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Xérus communication

Office real estate in the Hauts-de-Seine Renewal of office real estate, a key factor of economic growth

In partnership with the Hauts-de-Seine Equipment Division

CONSTATS - ENJEUX

Since 1994, the CCIP Hauts-de-Seine and the Hauts-de-Seine Equipment Division have established a partnership to monitor the company real estate market. An essential motor for regional dynamism, the office real estate market in the département has undergone an astounding acceleration in the last 30 years. Today the obsolescence of a portion of its office premises gives rise to questions about the renewal process.

When looking at the annual volume of transactions on the office real estate market, the Hauts-de-Seine is the leading département for welcoming companies. This attractiveness is explained by the voluntarist public policy carried out over the last three decades: improvement of public transport, development of a balanced urban fabric creating a lifestyle appreciated by firms, and construction of offices responding to the expectations of users (La Défense is a shining example) ...

Yet this attractiveness is not necessarily a lasting one, especially within a context dominated by the frenetic competition among the large European metropolises and by the technological and organizational changes in companies.

The office real estate market in the Hauts-de-Seine is henceforth entering a new cycle, that of renewal. Reasons include the rarity of land, older offices, changing demands and needs, new environmental requirements and regulatory modifications. From now on, satisfying the needs in modern office spaces should be brought about less by the expansion of new real estate than by the rehabilitation of existing buildings, following a «logic of intensive and qualitative growth», according to Claude Leroi, President of the CCIP Hauts-de-Seine.



Given this, it has become essential to deal with the question of performance and adaptation of the real estate offer to the companies in our département as a key factor in its attractiveness.

At a time when thinking about the operations and future of the Ile-de-France Region has been launched, with the ongoing development of the new Ile-de-France Regional Master Plan (SDRIF), the development of office real estate on our territory takes on an important strategic dimension. In a framework where environment

and lifestyle are becoming priorities for the public authorities, urban planning in this field must be exemplary.

Significant figures

- > 1,700,000 m², that is, 15% of the total office space in the Hauts-de-Seine, have not undergone renovation since 1995. As a proof of its unsuitability, the vacancy rate is 30%, compared to an average of 8% throughout the département.
- > Total office space has increased from 4 million m² in 1975 to 11 million m² in 2004.
- > Half of the office space was constructed over 20 years ago.
- > 32% of the space more than 20 years old has already been restructured at La Défense, 13% in the Val de Seine and 47% in the Southern Sector.
- > 45% of the vacant space in the Hauts-de Seine, including works in progress, is over five years old.

Source : Observatoire Immobilier d'Entreprise du GRECAM

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The necessary renewal of real estate in the economic poles

The increasing obsolescence in office real estate in the Hauts-de-Seine département is becoming a cause for concern. The goal of this initial debate, organized in November 2007, was to analyze companies' new requirements in this field and to identify the levers which govern the attractiveness of economic poles.

New quality criteria for offices

Thierry Laroue-Pont, vice-president of ATISREAL France, noted that the large transactions recorded this year in the département have been carried out by Anglo-American companies, or CAC 40 French companies, which have in common very strict technological standards, particularly in regard to the rationalization of workspace. In summary, this means moving from walled offices to open spaces of 13 to 15 m² per workstation, to new environmentally friendly air conditioning norms. Moreover companies are today paying more attention to the services offered to them – auditoriums, meeting rooms, canteens, security, fitness centers, and so on. Arkéma's move from La Défense to Colombes illustrates the changes in large companies' headquarters strategies.

The requirements of sustainable development

All the participants agreed that henceforth the environmental dimension with a high performance level must be integrated into all office real estate construction and renewal projects. Eric Mazoyer, deputy General Manager at Bouygues Immobilier, stated that his company had been in advance in this field well before the preparation of the Grenelle de l'Environnement conferences. He cited the example of construction in Issy-les-Moulineaux of a huge 160,000 m² operation (see photo p. 3) with a goal of halving energy consumption. «I firmly believe that many companies will henceforth choose their headquarters based on a criterion of very low energy consumption, because the changes in oil prices will cause the cost of energy to rise to unbearable levels,» added Eric Mazoyer. As to Patrick Ollier, mayor of Rueil-Malmaison and a Congressman who is president of the Commission of Economic Affairs, Environment, and Territory in the French National Assembly, he admitted that, though he wasn't immediately converted to the awareness of ecological problems, he insisted strongly on the need to «catch up» in this field.

Transport to offices, a key criterion for companies

«The attractiveness of our cities depends enormously on ease of movement,» insisted Patrick Ollier. Concerning the major links, the mayor-congressman

clearly committed himself: «I'm strongly in favor of the Peripheral Metro - or the Arc Express, whichever is finally chosen – which the Grenelle Conferences took into consideration. The important thing is to find a solution to link the populous cities and business parks in the département». In his capacity as president of the Transport Commission in the National Assembly that he has asked the Ile-de-France Transport Syndicate (STIF) to revise completely the links within the Paris region and the relationships between the suburbs. To this end, he has caused the AFITT (Financial Agency for Land Transport Infrastructure), of which he is a director, to accept the principle of a specific fee to finance rapid transport (bus lanes or tramways) in urban areas.

Thierry Laroue-Pont also noted that the criterion of transport to business parks is crucial, even a priority, when the time comes for businesses to choose their new location («at over 800 m from public transport, a shuttle system is needed, which impacts on the building's ranking»); the quality of transportation is also that of lifestyle. It is this criterion, added to the proximity of an employment zone and to the diversity of rental values, that allows companies to evaluate the interest of buildings.

Densifying the existing fabric or creating new pockets of development ?

Renewal is undoubtedly an economic opportunity, admitted Eric Mazoyer, for whom the stakes consists of «redeveloping the city on the city», by densification: «For renewal, a higher density must be accepted if only to finance deconstruction and the sharing of relatively heavy assets». Patrick Ollier clearly disagreed, defending the right of populations to a balanced habitat. Hence his decision to reduce by 25% the zoning coefficient of population in Rueil-Malmaison's latest revised planning scheme (PLU). What must be planned for, he added, are «breathing pockets» for new office constructions, which obviously pose the problem of anticipating and planning for economic development. He further called for the organization of a roundtable with all the players and operators concerned in the département to clarify thinking about what can still be programmed in our territory.

Restructuring office buildings: a chance to be seized

What are the possible ways to favor renewal of the office buildings which have become obsolete ? Beyond that, what are the conditions of sustainable urban development ? The debate here appears to have move toward «qualitative and intensive growth» and redefinition of use: complete demolition and reconstruction or renewal.

Measuring the renewal

Renewal of offices could in the Hauts-de-Seine represent between a third and a quarter of urban renewal, according to Isabelle Chesneau, architect and instructor at the Ecole Nationale Supérieure d'Architecture de Normandie. A measure which nevertheless remains hard to carry out, which is confirmed by Jean-Claude Borda, co-president of Cogedim Entreprise. To make up for the lack of precise information in this area, a study by the ORIE (Regional Observatory of Company Real Estate) was carried out, revealing that approximately 500,000 m² per year were under renewal in the Ile-de-France. Compared to the amount of real estate older than 30 years – 30 million m² - this figure amply demonstrates the importance of the stakes. Even more for the Hauts-de-Seine département, which has constructed the most office buildings since the 1980s.

Double the pace of modernization

Olivier Milan, director of Urbanism and Master Plan at the Ile-de-France Regional Equipment Division, felt that the attractiveness of the Ile-de-France region resides precisely in the ability of its office real estate to modernize itself, so as to be in a competitive position compared to London. (It should be noted that this position demonstrates a noteworthy change by the regional body).

Sustainable development, a lever for renewal

«With the arrival of sustainable development, we

are at the dawn of a revolution for office buildings. I think that this will proceed much more quickly than people imagine,» stressed Marc Eisenberg, president of the Alma Consulting Group, who referred to the previously mentioned initiatives concerning positive energy. For example, he cited the 70,000 m² project in Gennevilliers, of which his company is general contractor, which in 2010 should consume no more than 16 of the 20 kWh produced. All of this, thanks to solar and geothermal energy. Though the investment is obviously high, the reduction in operating costs is substantial: 1.5 million euros in charges saved per year, thanks particularly to the resale of electricity to the EDF (Electricité de France) and to the end of CO₂ emissions (a «carbon positive» state which, according to the speaker, is equivalent to 2000 automobiles each clocking 15.000 kilometers per year).

Renewable energy, an economic opportunity to be seized

«It's such a revolution that it's far more profitable to build new rather than renovate.» Marc Eisenberg saw a chance for the département, and more generally for France, which has great expertise in this field and which consequently can gain a lead over foreign competitors. Nevertheless he notes that the public authorities should emphasize environmental tax breaks for the companies which go over and beyond their legal obligations and support research and investment efforts in these new technologies.



Quartier Seine Ouest

Architects :

Galeo :
Christian de Portzamparc

Tour Mozart et Lame Sud :
Cabinet Architectonica

Lame Nord :
Wilmotte et Associés

Eos :
Cabinet Architectonica
/ Cabinet BRIDOT-
WILLERVAL