Podcast Episode

Season 1, Episode 6: Marion Waller, Advisor to the Mayor of Paris

From the ULI's New Real Estate Vanguard

Date: June 24, 2021

00:00:02 --> 00:00:04: Hello and welcome. My name is Andrea Carpenter.
00:00:04 --> 00:00:07: I'm the director of women talk real estate and I'm
00:00:07 --> 00:00:10: delighted to be hosting this new podcast series from the
00:00:10 --> 00:00:11: Urban Land Institute.
00:00:11 --> 00:00:14: You lie brings together real estate and land use experts
00:00:14 --> 00:00:16: from around the world with the mission to shape the
00:00:17 --> 00:00:20: future of the built environment and to make transformative impact
00:00:20 --> 00:00:23: in communities. And this podcast will focus on that future
00:00:23 --> 00:00:25: and that transformative impact your allies.
00:00:25 --> 00:00:29: European Young Leaders Group recently selected 10 outstanding contributors to
00:00:29 --> 00:00:30: the industry.
00:00:30 --> 00:00:32: Hailing them as the new real estate vanguard,
00:00:32 --> 00:00:35: these are people in the early years of their career.
00:00:35 --> 00:00:38: We've already dominated entrepreneurial flair or shaken up.
00:00:38 --> 00:00:41: The corporate world will use these podcasts of hear from
00:00:41 --> 00:00:43: each of them about their story.
00:00:43 --> 00:00:46: What brought them to real estate and how they are
00:00:46 --> 00:00:47: disrupting our industry.
00:00:47 --> 00:00:50: Today I'm delighted to welcome Marion Valet.
00:00:50 --> 00:00:52: Marion works for the city of Paris,
00:00:52 --> 00:00:54: advising the mayor on issues such as urban planning,
00:00:54 --> 00:00:57: green spaces, architecture and heritage buildings.
00:00:57 --> 00:00:59: Her role puts her at the heart of one of
00:00:59 --> 00:01:02: the most innovative cities in the world.
00:01:02 --> 00:01:05: When it comes to public sector leadership on sustainability,
00:01:05 --> 00:01:09: infrastructure and climate change. Marian welcome and thank you very

00:01:09 --> 00:01:11: much for joining us today.
00:01:11 --> 00:01:15: Thank you and congratulations on recently winning the ULI European
00:01:15 --> 00:01:15: Talent Award.
00:01:15 --> 00:01:19: And how does it feel to have that recognition from
00:01:19 --> 00:01:21: within you ally and your industry.
00:01:21 --> 00:01:24: I was very honored to to receive this prize,
00:01:24 --> 00:01:27: and also the fact that this price was given to
00:01:27 --> 00:01:29: me while I'm working for public sector.
00:01:29 --> 00:01:33: I think it's interesting that you allow your house this
00:01:33 --> 00:01:36: cooperation between private and more in public sectors,
00:01:36 --> 00:01:39: absolutely, and it's a connection that I think is becoming
00:01:39 --> 00:01:43: more important at this time and you obviously working in
00:01:43 --> 00:01:44: the city of Paris.
00:01:44 --> 00:01:48: It's a very transformative and pivotal time from the city.
00:01:48 --> 00:01:51: From an urban perspective. I wonder if you can tell
00:01:51 --> 00:01:51: us.
00:01:51 --> 00:01:54: How you feel about being positioned in that city at
00:01:54 --> 00:01:57: this time and what it's like to work there at
00:01:57 --> 00:01:57: the moment.
00:01:57 --> 00:02:01: I'm obviously I'm very lucky to be able to work
00:02:01 --> 00:02:06: from Paris because it's and the reputation of very sincere
00:02:06 --> 00:02:10: in their most beautiful city in the world.
00:02:10 --> 00:02:14: So, and I'm happy to take part in this adventure,
00:02:14 --> 00:02:18: and it's very interesting because our major and it has
00:02:19 --> 00:02:23: been very strong leadership on the urban planning with a
00:02:23 --> 00:02:25: very strong urban vision,
00:02:25 --> 00:02:27: so it's exciting to be.
00:02:27 --> 00:02:29: But a part of that,
00:02:29 --> 00:02:33: and it has been sometimes controversial,
00:02:33 --> 00:02:37: but I'm I'm really happy to work for someone who
00:02:37 --> 00:02:38: is a quest,
00:02:38 --> 00:02:43: courage and who actually implements what what she thinks.
00:02:43 --> 00:02:45: So it's a it's exciting.
00:02:45 --> 00:02:50: Of course. It's also a challenge because everything is in
00:02:50 --> 00:02:56: Paris is very complicated because of financial constraints of patrimony.
00:02:56 --> 00:03:00: Everything we do is. Is look very closely,
00:03:00 --> 00:03:02: but it's I think also a good school to be
00:03:02 --> 00:03:05: precautious and we look at every detail.
00:03:05 --> 00:03:07: Yeah, maybe you could tell us about a couple of
00:03:07 --> 00:03:11: the ideas that are happening in Paris at the moment

00:03:11 --> 00:03:13: from an urban perspective I know is a lot of
00:03:13 --> 00:03:17: greening going on. A lot of urban farming or very
00:03:17 --> 00:03:18: exciting.
00:03:18 --> 00:03:22: Yes exactly. We are trying to to change fabric space
00:03:22 --> 00:03:23: in general,
00:03:23 --> 00:03:26: so an end the buildings of course.
00:03:26 --> 00:03:30: So what we do is really changing streets by simply
00:03:30 --> 00:03:35: transforming all the spaces that were before planned for cars
00:03:35 --> 00:03:39: and now dedicating those treats for people and for green
00:03:39 --> 00:03:44: spaces. So it really means we are changing the landscape.
00:03:44 --> 00:03:48: Being on small or big big streets are plazas.
00:03:48 --> 00:03:52: In the end, we are trained to green every space
00:03:52 --> 00:03:54: that can be actually created.
00:03:54 --> 00:03:59: An also to transform buildings so that they are greener
00:03:59 --> 00:04:04: and also with less concrete and more value source materials.
00:04:04 --> 00:04:09: And we are creating bike lanes everywhere we can and
00:04:09 --> 00:04:13: so bit by bit the city is changing and actually
00:04:13 --> 00:04:17: the the pandemic has also accelerated it because we had
00:04:17 --> 00:04:21: to to implement. Quick changes in the city so that
00:04:21 --> 00:04:23: people could move by bike.
00:04:25 --> 00:04:27: More easily.
00:04:27 --> 00:04:30: So so that they could have green space is very
00:04:30 --> 00:04:32: close to their home,
00:04:32 --> 00:04:34: so it's a. It's a global change.
00:04:34 --> 00:04:37: Yeah, absolutely, unless we chat about the pandemic later,
00:04:37 --> 00:04:40: I wanted to ask you a little bit about your
00:04:40 --> 00:04:40: background.
00:04:40 --> 00:04:44: Actually, your career has so far been working in the
00:04:44 --> 00:04:45: public sector or academia.
00:04:45 --> 00:04:47: Why this path towards real estate?
00:04:47 --> 00:04:49: Was it always the intention?
00:04:51 --> 00:04:54: Actually, I didn't plan before,
00:04:54 --> 00:04:56: but I was in 2014.
00:04:56 --> 00:05:01: I joined the electoral campaign and a group,
00:05:01 --> 00:05:06: and that's where I discovered how it's exciting to to
00:05:06 --> 00:05:08: work at the level of Paris,
00:05:08 --> 00:05:13: because it's a, it's a level where you can have
00:05:13 --> 00:05:19: a strong conceptual work and very also concrete work and
00:05:19 --> 00:05:21: implement.
00:05:21 --> 00:05:23: Oh, what you what you're planning?
00:05:23 --> 00:05:26: What you think so? It's really are.
00:05:26 --> 00:05:29: You have to be in the public sector because when

00:05:29 --> 00:05:32: we talk about public space another pending.
00:05:32 --> 00:05:35: Of course, it's it's it's good to be at the
00:05:35 --> 00:05:36: level of the city.
00:05:36 --> 00:05:39: So and I'm also, I have always been interested in
00:05:39 --> 00:05:40: politics,
00:05:40 --> 00:05:43: so I think it's a it's a good environment.
00:05:43 --> 00:05:46: It makes. Yeah, certainly an it feels like this is
00:05:46 --> 00:05:50: a city that's really taking the urban environment seriously.
00:05:50 --> 00:05:54: So you talk about Anne Hidalgo having courageous leadership,
00:05:54 --> 00:05:57: but it must be courageous for you as well to.
00:05:57 --> 00:06:02: To make changes so fundamentally to people's lives.
00:06:02 --> 00:06:03: Yes, it's it's. As I said,
00:06:03 --> 00:06:07: it's it's not easy because it's their laptop function on
00:06:07 --> 00:06:11: trains and it's it's not up for discussion and cooperation.
00:06:11 --> 00:06:15: Also missing the point districts and with the neighbors etc.
00:06:15 --> 00:06:19: But, but yes, I think it's a good school and
00:06:19 --> 00:06:22: you spent some time in Asia as well in your
00:06:22 --> 00:06:22: career,
00:06:22 --> 00:06:26: do you? What did you learn from that experience in
00:06:26 --> 00:06:30: terms of how it may have shaped your approach to
00:06:30 --> 00:06:31: urban renewal?
00:06:31 --> 00:06:33: As I lived in are in Manila for year,
00:06:33 --> 00:06:37: aliens and the peoples and then and also it's in
00:06:37 --> 00:06:38: their Beijing in China.
00:06:38 --> 00:06:42: And what I've learned from her from Manila especially is
00:06:42 --> 00:06:44: set in urban planning.
00:06:44 --> 00:06:48: We get sometimes change things with not so much money,
00:06:48 --> 00:06:50: but sometimes they are.
00:06:50 --> 00:06:53: More sober in their approach and their way of doing
00:06:53 --> 00:06:54: urban planning,
00:06:54 --> 00:06:57: so I think it's very interesting.
00:06:57 --> 00:07:00: And you mentioned the pandemic that you had to pivot
00:07:00 --> 00:07:02: quite quickly to make people's lives a bit easier,
00:07:02 --> 00:07:05: though in terms of getting across the cities on bikes
00:07:05 --> 00:07:06: and things like that.
00:07:06 --> 00:07:08: And I remember seeing lots of pictures and how the
00:07:08 --> 00:07:09: city had changed,
00:07:09 --> 00:07:12: and I wonder what the pandemic taught you about cities
00:07:12 --> 00:07:12: really,
00:07:12 --> 00:07:14: and I suppose Paris in particular.
00:07:14 --> 00:07:17: What they've maybe been lacking.

00:07:17 --> 00:07:19: I think it it changed.
00:07:19 --> 00:07:23: Maybe the the relation between the people and where they
00:07:23 --> 00:07:25: live in the in the neighborhood.
00:07:25 --> 00:07:30: Because in France we had this this rule where we
00:07:30 --> 00:07:32: could not go.
00:07:32 --> 00:07:35: More than one kilometer?
00:07:35 --> 00:07:38: Across our House so so I think a lot of
00:07:38 --> 00:07:41: people rediscovered their neighborhoods,
00:07:41 --> 00:07:45: and so they rediscovered also the importance of proximity,
00:07:45 --> 00:07:47: and so we are working on that.
00:07:47 --> 00:07:52: How, how all the Persian people can access essential services
00:07:52 --> 00:07:55: like 15 minutes from from them from their room.
00:07:55 --> 00:07:58: And of course it was very essential.
00:07:58 --> 00:08:01: So to access green spaces and and I think people
00:08:01 --> 00:08:03: became more conscious of that.
00:08:03 --> 00:08:07: And of course. Also, because of sanitary reasons,
00:08:07 --> 00:08:11: people could not all use a public transport and that's
00:08:11 --> 00:08:14: why it was very important to develop bike lanes.
00:08:14 --> 00:08:17: Quite fast and a lot of people have since that
00:08:17 --> 00:08:20: adopted bike and are not going back,
00:08:20 --> 00:08:22: so it was interesting moment for that.
00:08:22 --> 00:08:25: And do you think the pandemic caused you to do
00:08:25 --> 00:08:27: things that you were going to do,
00:08:27 --> 00:08:29: but just at an accelerated speed?
00:08:29 --> 00:08:33: Or did it change what you thought you might do
00:08:33 --> 00:08:37: with the city around mic transport and green places?
00:08:37 --> 00:08:40: I think the division was already there,
00:08:40 --> 00:08:45: but it had. This accelerates and especially in terms of
00:08:45 --> 00:08:50: bike lanes and in terms of so after races because.
00:08:50 --> 00:08:54: My yard decided to allow all restaurants and cafes to
00:08:54 --> 00:08:59: to create a terrorist under parking spaces and that one
00:08:59 --> 00:09:02: is also in our mind before but it really helped
00:09:02 --> 00:09:06: us accelerate it and and make it visible.
00:09:06 --> 00:09:09: Making just a few days.
00:09:09 --> 00:09:12: Spaces became visible and everybody realized that the parking space
00:09:12 --> 00:09:15: could be a lot more than the parking space,
00:09:15 --> 00:09:18: and I wonder if it changed the relationship with the
00:09:18 --> 00:09:19: citizens to the city.
00:09:19 --> 00:09:22: You know, like you taking peoples parking spaces away before
00:09:22 --> 00:09:23: the pandemic,

00:09:23 --> 00:09:26: might you know might have caused more disruption than maybe
00:09:27 --> 00:09:29: doing it when we were in that period of learning
00:09:29 --> 00:09:32: to live locally and to travel differently.
00:09:32 --> 00:09:36: Yes, exactly. I think the coverage and people were quite
00:09:36 --> 00:09:39: open to this to those changes and they they they
00:09:39 --> 00:09:43: also they observed during the pandemic society where there was
00:09:43 --> 00:09:46: less pollution and less noise and so after the limits
00:09:47 --> 00:09:48: then then they still want.
00:09:48 --> 00:09:50: Also this quality of life.
00:09:50 --> 00:09:52: So it's it's interesting products.
00:09:52 --> 00:09:56: Yeah, and you mentioned the 15 minute minute city this
00:09:56 --> 00:09:59: concept that we can get everything we need for daily
00:10:00 --> 00:10:02: life within a 15 minute cities so.
00:10:02 --> 00:10:05: Is that something that has come from the pandemic or
00:10:05 --> 00:10:08: something you were looking at prior to that?
00:10:08 --> 00:10:12: This was part of the electoral program before the pandemics,
00:10:12 --> 00:10:15: so it was also a strong vision that the mayor
00:10:16 --> 00:10:16: had before,
00:10:16 --> 00:10:21: but the family really reinforced the importance of that idea
00:10:21 --> 00:10:24: and and now it's an idea that is being developed
00:10:24 --> 00:10:26: by many other cities,
00:10:26 --> 00:10:29: and that is quite evident in the way the fact
00:10:29 --> 00:10:33: that you need to have all the necessary in your
00:10:33 --> 00:10:34: neighborhoods.
00:10:34 --> 00:10:37: Because if you have everything by 15 minutes,
00:10:37 --> 00:10:40: you can go. There walking or waiting in the ditch
00:10:40 --> 00:10:41: in your car.
00:10:41 --> 00:10:45: So it's it's yeah. It's quite basic but very important
00:10:45 --> 00:10:48: to feed into that environmental agenda as well.
00:10:48 --> 00:10:51: Yeah, and there are there other ways that you see
00:10:51 --> 00:10:55: the city or other cities needing to evolve post pandemic?
00:10:55 --> 00:11:01: I think all major cities are facing the are facing
00:11:01 --> 00:11:06: similar challenges such as really changing the.
00:11:06 --> 00:11:10: The streets are that they are not planned around cars
00:11:10 --> 00:11:14: and I think it will take some time because it's
00:11:14 --> 00:11:17: an entire system to be changed and A and then
00:11:17 --> 00:11:21: also really adapting cities for children.
00:11:21 --> 00:11:25: I think that's very important and sinking at the level
00:11:25 --> 00:11:29: of a change so that all streets are really welcoming
00:11:29 --> 00:11:31: and so that they feel safer.

00:11:31 --> 00:11:34: And I think if we are at the level of
00:11:34 --> 00:11:36: the child then we can really be.
00:11:36 --> 00:11:40: Good players, and I think that the same for all
00:11:40 --> 00:11:44: cities and then of course are creating more green spaces
00:11:44 --> 00:11:48: at several levels at every level of buildings at the
00:11:48 --> 00:11:52: level of courtyards, at the level of parks etc.
00:11:52 --> 00:11:56: OK and the obviously you've got more ambitious projects going
00:11:56 --> 00:11:58: on in Paris as well.
00:11:58 --> 00:12:02: The Grand Paris Express and you're preparing to host the
00:12:02 --> 00:12:03: Olympics in 2024.
00:12:03 --> 00:12:06: How do those fit into kind of a vision?
00:12:06 --> 00:12:11: I suppose in general for the city and how that
00:12:11 --> 00:12:12: will help the city.
00:12:12 --> 00:12:16: Yes, it's it's it's. It's it's essential to have this
00:12:16 --> 00:12:18: broader vision because of course,
00:12:18 --> 00:12:22: Paris is quite a small city when compared to like
00:12:22 --> 00:12:23: London and Berlin,
00:12:23 --> 00:12:27: and so it's essential to have older neighbor cities in
00:12:27 --> 00:12:27: mind.
00:12:27 --> 00:12:31: Because if we want to to to do urban changes,
00:12:31 --> 00:12:34: it will be together and and we really need to
00:12:34 --> 00:12:36: have those common projects.
00:12:36 --> 00:12:40: And the Olympics are great for that because they will
00:12:40 --> 00:12:40: be inside.
00:12:40 --> 00:12:42: There is an outside Paris.
00:12:42 --> 00:12:46: And then the whole balance test will change completely.
00:12:46 --> 00:12:50: Their mobility in the region.
00:12:50 --> 00:12:53: People from one server to another to be faster and
00:12:53 --> 00:12:56: not to be obliged to cross Paris each time.
00:12:56 --> 00:12:59: And I think one other major project that we see
00:12:59 --> 00:13:02: Paris leading on is the greening of Paris.
00:13:02 --> 00:13:05: You know, I know as a city it doesn't have
00:13:05 --> 00:13:06: as many you know.
00:13:06 --> 00:13:09: It's quite low on its green areas WHI is this
00:13:09 --> 00:13:13: pivotal of Paris from both like an environmental and social
00:13:13 --> 00:13:14: perspective.
00:13:16 --> 00:13:20: It's important because Paris is very dense city,
00:13:20 --> 00:13:23: but at the same time when you have such a
00:13:23 --> 00:13:25: density or pursuing,
00:13:25 --> 00:13:30: remove the green spaces and like those green spaces that
00:13:30 --> 00:13:32: they have similar qualities.

00:13:32 --> 00:13:35: The one is of course refreshing the city,
00:13:35 --> 00:13:39: which is very important nowadays and also.
00:13:39 --> 00:13:43: Creating spaces for children for people to relax and yes,
00:13:43 --> 00:13:45: so that's really made wrong.
00:13:45 --> 00:13:48: So we try to find every space that you know
00:13:48 --> 00:13:52: that it is still available to create those green spaces,
00:13:52 --> 00:13:54: and I wonder if the other side to that is
00:13:54 --> 00:13:57: making a less of a car city in a way,
00:13:57 --> 00:14:00: is that something that you think will be on the
00:14:00 --> 00:14:04: agenda as well to reduce the car usage in Paris?
00:14:04 --> 00:14:07: Sure, in the it's really our two priorities is like
00:14:07 --> 00:14:08: planning cities far,
00:14:08 --> 00:14:11: so people are not forecast in the in the green
00:14:11 --> 00:14:14: industry and from a personal perspective,
00:14:14 --> 00:14:18: what do you, what expertise and leadership do you think
00:14:18 --> 00:14:20: you bring to the public sector?
00:14:20 --> 00:14:23: As you say, I think it's something that is often
00:14:23 --> 00:14:25: seen as lacking leadership.
00:14:25 --> 00:14:28: It's clearly not the case in Paris.
00:14:28 --> 00:14:31: I think it's important to be always in dialogue in
00:14:32 --> 00:14:34: cooperation with the private sector,
00:14:34 --> 00:14:39: and that's very important for me is also understanding the
00:14:39 --> 00:14:43: constraints of the private sector and how it works that
00:14:43 --> 00:14:46: we can find like new ways of working together in
00:14:46 --> 00:14:51: that moment. Having the private sector by our side also
00:14:51 --> 00:14:56: to contribute to our political objectives like the private sector
00:14:56 --> 00:14:59: can really help us creating green spaces.
00:14:59 --> 00:15:01: Creating the races and all that,
00:15:01 --> 00:15:04: and so I really try altu to always be in
00:15:04 --> 00:15:08: touch and understand their their constraints and and obviously said
00:15:08 --> 00:15:09: it's very political.
00:15:09 --> 00:15:12: Is it also about being a good negotiator?
00:15:12 --> 00:15:16: A good you know, having thinking about compromise,
00:15:16 --> 00:15:19: and different ways to do things with in what is
00:15:19 --> 00:15:22: a very complex environment.
00:15:22 --> 00:15:25: Yeah, sure, I mean that's part of of the job
00:15:25 --> 00:15:30: is like understanding the interests of all the actors and.
00:15:30 --> 00:15:33: Yeah, don't risk their constraints.
00:15:33 --> 00:15:37: Being at the district level at the permission level of
00:15:37 --> 00:15:38: our neighbors,
00:15:38 --> 00:15:41: and that's very important and in general,

00:15:41 --> 00:15:45: do you see city leadership changing around the world?
00:15:45 --> 00:15:49: You see it becoming more effective and does it have
00:15:49 --> 00:15:50: the right people?
00:15:50 --> 00:15:54: Yes, I think cities have had become leaders and also
00:15:55 --> 00:15:58: when compared to states because at the city level we
00:15:59 --> 00:16:00: can see a rapid changes.
00:16:00 --> 00:16:04: And that's very important. Is the shell in terms of
00:16:04 --> 00:16:07: ecology and in Paris has been one of those places
00:16:07 --> 00:16:09: where people have seen the difference.
00:16:09 --> 00:16:12: Yeah, it's kind of almost like a new age for
00:16:12 --> 00:16:13: cities.
00:16:13 --> 00:16:14: In a sense, isn't it?
00:16:14 --> 00:16:17: We've come through a period of national government,
00:16:17 --> 00:16:21: but I see cities coming forward and being the leaders
00:16:21 --> 00:16:22: in climate change.
00:16:22 --> 00:16:25: For example, exactly exactly. It's very important.
00:16:25 --> 00:16:30: And you said that import that interaction with private companies
00:16:30 --> 00:16:31: was important.
00:16:31 --> 00:16:32: How do you make that work?
00:16:32 --> 00:16:34: He will have a lot of real estate companies listening.
00:16:34 --> 00:16:37: Is that just? Is that about talking about being involved
00:16:37 --> 00:16:40: with their schemes and ideas from the very beginning?
00:16:40 --> 00:16:44: Yeah, I think yeah, it's discussing the project from the
00:16:44 --> 00:16:45: beginning.
00:16:45 --> 00:16:48: You know we try not to not to meet me
00:16:48 --> 00:16:52: at the end where the project has been already decided
00:16:52 --> 00:16:56: by the private sector and the public sector arrives at
00:16:56 --> 00:16:58: the end and just say yes or no.
00:16:58 --> 00:17:02: We try. We need to collaborate from the beginning of
00:17:02 --> 00:17:05: the project to have a strong dialogue so that we
00:17:05 --> 00:17:07: can say OK in that neighborhood.
00:17:07 --> 00:17:11: That's what we need. That's what you could.
00:17:11 --> 00:17:15: Bring to the neighborhoods and general refined common interests between
00:17:15 --> 00:17:16: public and private sector,
00:17:16 --> 00:17:19: so that the center project is of course fusible for
00:17:19 --> 00:17:20: the private sector,
00:17:20 --> 00:17:24: but said the project really brings something to deliver that
00:17:24 --> 00:17:24: to Paris.
00:17:24 --> 00:17:27: And do you think those common names are coming together
00:17:27 --> 00:17:28: now,

00:17:28 --> 00:17:30: or do you think as a city it's still quite
00:17:30 --> 00:17:33: regulation lead to make sure real estate companies are on
00:17:33 --> 00:17:37: the cutting edge of climate dealing with climate risks and
00:17:37 --> 00:17:39: environmental sustainability?
00:17:39 --> 00:17:42: I think we have to find a good Colibri AM
00:17:42 --> 00:17:45: between like a regulation and negotiations,
00:17:45 --> 00:17:48: so I think we we we can we we have
00:17:48 --> 00:17:52: to keep a very strong control for example on environmental
00:17:52 --> 00:17:56: issues and like percentage of social housing and we can
00:17:56 --> 00:18:01: have strong rules and have also good negotiation and cooperation
00:18:01 --> 00:18:04: and looking forward to what's going on in the city.
00:18:04 --> 00:18:08: What do you think is your next major challenge that
00:18:08 --> 00:18:12: you will be working on that you're excited to be
00:18:12 --> 00:18:13: working on?
00:18:13 --> 00:18:16: I don't know. We have to see and what about
00:18:16 --> 00:18:17: how your career will shape?
00:18:17 --> 00:18:20: You know you're in this position that are a younger
00:18:20 --> 00:18:21: age.
00:18:21 --> 00:18:25: Let's say do you? Do you still see yourself staying
00:18:25 --> 00:18:26: in the public sector?
00:18:26 --> 00:18:29: Yes, I think it's very interesting to be on the
00:18:29 --> 00:18:32: on the public side when when you have.
00:18:34 --> 00:18:37: A challenging and a courageous political leader.
00:18:37 --> 00:18:39: And that's the case now in Paris.
00:18:39 --> 00:18:43: So that's why it's exciting to be here now.
00:18:43 --> 00:18:46: So we obviously know Anne Hidalgo is from kind of,
00:18:46 --> 00:18:49: you know, the the left in terms of politically,
00:18:49 --> 00:18:52: and I suppose there's always a question about how you
00:18:52 --> 00:18:54: deal with that kind of different,
00:18:54 --> 00:18:59: more socialist agenda with the commercial realities of the real
00:18:59 --> 00:19:02: estate industry working with in Paris.
00:19:02 --> 00:19:06: I think it's not incompatible with being from the left
00:19:06 --> 00:19:11: and not having a good cooperation with the private sector
00:19:12 --> 00:19:12: because.
00:19:12 --> 00:19:16: We we have strong political objectives and we need the
00:19:16 --> 00:19:17: private sector also,
00:19:17 --> 00:19:19: especially in terms of real estate,
00:19:19 --> 00:19:23: to help us implement those objectives when we talk about
00:19:23 --> 00:19:24: creating social housing,
00:19:24 --> 00:19:28: greening the streets is not only the public sector alone
00:19:28 --> 00:19:29: that can do that.

00:19:29 --> 00:19:33: So obviously a good cooperation with the private sector is
00:19:33 --> 00:19:36: absolutely necessary and that's why I need to do is
00:19:36 --> 00:19:36: doing.
00:19:36 --> 00:19:40: And again, it's something that's on their agenda as well.
00:19:40 --> 00:19:43: For the private sector to be involved in social housing
00:19:44 --> 00:19:47: and to put forward those kind of environmental initiative.
00:19:47 --> 00:19:49: So, do you find those agendas?
00:19:49 --> 00:19:53: Almost kind of marrying up a little bit more now.
00:19:53 --> 00:19:57: Yes, exactly, and we are really giving incentives to the
00:19:57 --> 00:20:00: private sector to to follow this agenda in.
00:20:00 --> 00:20:05: And when we organize conditions we really valorize
00:20:05 --> 00:20:08: firms are socially and environmentally committed.
00:20:08 --> 00:20:10: Obviously we've given sensors, yeah,
00:20:10 --> 00:20:13: and do you think it might be interesting for a
00:20:13 --> 00:20:15: few years to go to the other side and see
00:20:15 --> 00:20:18: what it looks like from the private sector?
00:20:18 --> 00:20:21: You know, I think, really.
00:20:21 --> 00:20:25: We should really. Be open and.
00:20:25 --> 00:20:30: So like inspiring people and inspiring projects without result,
00:20:30 --> 00:20:34: Nigel, logical or not, seeing that divide between public and
00:20:34 --> 00:20:35: private so much.
00:20:35 --> 00:20:39: Yeah yeah, OK and on looking at the private Public
00:20:39 --> 00:20:40: Partnerships,
00:20:40 --> 00:20:42: I wonder if you've got a good example,
00:20:42 --> 00:20:46: maybe of where you have in ovated in that area
00:20:46 --> 00:20:49: just to kind of sort of talk about how that's
00:20:49 --> 00:20:51: working at the moment.
00:20:51 --> 00:20:55: Yes, so I have been working around on the project
00:20:55 --> 00:20:57: called Reinventing Paris,
00:20:57 --> 00:21:01: which was a competition. We relaunched.
00:21:01 --> 00:21:03: The idea was to.
00:21:03 --> 00:21:07: Transferrer differently.
00:21:07 --> 00:21:11: Public land to the private sector because before we used
00:21:11 --> 00:21:13: to sell it to the highest bidder,
00:21:13 --> 00:21:16: when there was a land to sell off land,
00:21:16 --> 00:21:20: and with this competition with decided to sell it to
00:21:20 --> 00:21:22: the best project.
00:21:22 --> 00:21:25: And that was a major change in terms of urban
00:21:25 --> 00:21:30: planning because all the developers were actually encouraged to,
00:21:30 --> 00:21:35: uh, to develop projects that were really are very very
00:21:35 --> 00:21:38: innovative in terms of social environments or.

00:21:38 --> 00:21:41: Engagements and it was a big change for the for
00:21:41 --> 00:21:43: the real estate sector in Paris,
00:21:43 --> 00:21:45: so it looked at financial outcomes,
00:21:45 --> 00:21:48: but also social outcomes for the use of that land.
00:21:48 --> 00:21:52: Yeah, is that something you're probably doing more of in
00:21:52 --> 00:21:52: the future?
00:21:52 --> 00:21:55: Yes, now we are doing it every time there is
00:21:55 --> 00:21:57: a competition on public lands.
00:21:57 --> 00:22:00: Every time in groups. And what's the thing that's been
00:22:00 --> 00:22:02: most exciting for you to work on?
00:22:02 --> 00:22:05: Particularly, would you say?
00:22:05 --> 00:22:09: Actually working on that competition was really exciting because I
00:22:09 --> 00:22:12: had the chance to to work on it from the
00:22:12 --> 00:22:13: beginning to the end.
00:22:13 --> 00:22:15: And so I worked. I worked on it.
00:22:15 --> 00:22:18: Yeah, from really the idea and now there are the
00:22:18 --> 00:22:22: first buildings which are training existing and being built,
00:22:22 --> 00:22:24: and that's really excited. OK,
00:22:24 --> 00:22:27: so it's exciting to walk in the streets and look
00:22:27 --> 00:22:30: at something that came from a an innovative idea.
00:22:30 --> 00:22:32: In that way absolutely yeah.
00:22:32 --> 00:22:36: And what advice would you have for those coming into
00:22:36 --> 00:22:36: real estate?
00:22:36 --> 00:22:39: Or I guess real estate planning in particular?
00:22:42 --> 00:22:45: I think now is the sector is really changing and
00:22:45 --> 00:22:49: I have seen that in Paris because we are changing
00:22:49 --> 00:22:51: the rules of the of.
00:22:51 --> 00:22:55: Like the competitions we organize among others developers and so
00:22:56 --> 00:22:58: for people who want to become lovers.
00:22:58 --> 00:23:02: I think it's very important for them to understand the
00:23:03 --> 00:23:08: political vision and to understand social and environmental issues and
00:23:08 --> 00:23:10: maybe more than before.
00:23:10 --> 00:23:13: So I think it's. It's quite exciting and it's so
00:23:13 --> 00:23:16: it's it's asked for for broader competences,
00:23:16 --> 00:23:19: OK, and also, I guess you would get them to
00:23:19 --> 00:23:22: look at the public sector and look at that career
00:23:22 --> 00:23:25: 'cause you say it can be very exciting.
00:23:25 --> 00:23:27: Particular city level, sure, sure.
00:23:27 --> 00:23:31: Yeah, it's important to be open minded regarding public or
00:23:31 --> 00:23:35: private structures in there and just to go without inspiring

00:23:35 --> 00:23:36: things happen.
00:23:36 --> 00:23:40: OK. And then finally I wonder if you could recommend
00:23:40 --> 00:23:42: something for our listeners.
00:23:42 --> 00:23:44: Maybe a business book or.
00:23:44 --> 00:23:48: Podcast or something similar that has inspired you in your
00:23:48 --> 00:23:52: kind of your professional world I guess.
00:23:54 --> 00:23:56: I think so it's I think,
00:23:56 --> 00:24:00: like seven years ago, making that I read this book,
00:24:00 --> 00:24:02: but I really love the book.
00:24:02 --> 00:24:04: You're meaning by sharing somewhere.
00:24:06 --> 00:24:11: And this book really helped me as a young professional
00:24:11 --> 00:24:13: and as a woman first,
00:24:13 --> 00:24:17: to be able to like to say what I want
00:24:17 --> 00:24:21: to negotiate to and not to be afraid of.
00:24:21 --> 00:24:26: Yes of just telling my ideas and everything and that's
00:24:26 --> 00:24:27: very important.
00:24:27 --> 00:24:31: So I really recommend this book to to everyone,
00:24:31 --> 00:24:34: men or women.
00:24:34 --> 00:24:37: Sounds fantastic, I'm Marian. Thank you so much for your
00:24:37 --> 00:24:37: time today.
00:24:37 --> 00:24:40: It's been a real pleasure to speak with you.
00:24:40 --> 00:24:42: Thank you.
00:24:42 --> 00:24:45: We hope you've enjoyed this podcast to find out more
00:24:45 --> 00:24:47: about the other episodes of this series,
00:24:47 --> 00:24:50: go to the young leaders page on the ULI Europe
00:24:50 --> 00:24:50: website.

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