

# Webinar

## ULI Europe Turning Risk into Opportunity: Decarbonising Stranded Assets at a Neighbourhood Scale

Date: April 21, 2025

00:00:13 --> 00:00:14: Hello everybody.

00:00:14 --> 00:00:16: My name is Sabina Giorgi.

00:00:16 --> 00:00:20: I'm the Executive Director of Germany, Austria and Switzerland for

00:00:20 --> 00:00:20: ULI.

00:00:21 --> 00:00:24: And welcome to this wonderful topic today and thank you

00:00:24 --> 00:00:26: that you're listening to us.

00:00:26 --> 00:00:30: We want to speak about a really important traffic from

00:00:30 --> 00:00:34: my point of view about the turning risks into opportunity.

00:00:34 --> 00:00:39: We want to discuss how we can decarbonize stranded assets

00:00:39 --> 00:00:43: or to avoid stranded assets and we want to discuss

00:00:43 --> 00:00:47: that not only by property but poverty approach, but on

00:00:47 --> 00:00:51: to question how we can do this on the neighborhood

00:00:51 --> 00:00:51: city scale.

00:00:52 --> 00:00:56: And I'm looking really much forward to this discussion without

00:00:56 --> 00:01:00: with our panellists today, which were also part of the

00:01:00 --> 00:01:03: bigger project we've done together in our beautiful city of

00:01:04 --> 00:01:07: my beautiful city, Berlin, where I'm now based today.

00:01:08 --> 00:01:11: And yeah, welcome to the panellists and we will introduce

00:01:11 --> 00:01:12: Born One.

00:01:12 --> 00:01:15: But first of all, I want to talk about a

00:01:15 --> 00:01:16: little bit who is your lie?

00:01:16 --> 00:01:21: Because we understood that there are some people joining in

00:01:21 --> 00:01:24: this webinar which are not familiar with us, which is

00:01:25 --> 00:01:28: a pity because we are 50,000 members globally.

00:01:28 --> 00:01:33: And we of course are, yeah, a mission development organization.

00:01:33 --> 00:01:36: And we all, our ambition is and we all work

00:01:36 --> 00:01:39: every day on that to shape the future of the  
00:01:39 --> 00:01:40: built environment.  
00:01:40 --> 00:01:44: And we want to see transformative impact in all communities  
00:01:44 --> 00:01:45: worldwide.  
00:01:45 --> 00:01:49: And we do this together with our to the, to  
00:01:49 --> 00:01:55: the value chain, with all the investors, developers, banks,  
architects,  
00:01:55 --> 00:01:58: city planners, as you will see today.  
00:01:58 --> 00:02:01: So we bring along the whole community to discuss that.  
00:02:01 --> 00:02:04: And we do this by thought leadership, which you will  
00:02:04 --> 00:02:06: see today as well.  
00:02:06 --> 00:02:08: And we also did a lot of education.  
00:02:08 --> 00:02:12: So please stay and come along with us who are  
00:02:12 --> 00:02:13: not a member yet.  
00:02:13 --> 00:02:19: So then I want to introduce my dear colleague Lisette  
00:02:19 --> 00:02:20: von Dorn.  
00:02:20 --> 00:02:22: She is the CEO of YOLA Europe.  
00:02:23 --> 00:02:26: She is was also the chair of this advisory services  
00:02:26 --> 00:02:29: panel and she want to discuss a little bit what  
00:02:29 --> 00:02:32: we found out and we maybe could learn for other  
00:02:32 --> 00:02:33: cities.  
00:02:33 --> 00:02:35: So stage is yours, Lisette.  
00:02:37 --> 00:02:41: Thank you so much, Sabine for having the opportunity to  
00:02:42 --> 00:02:43: do some opening remarks.  
00:02:43 --> 00:02:44: Hello everyone.  
00:02:45 --> 00:02:47: As been said, I'm Lisette for Dorn, I'm the Chief  
00:02:47 --> 00:02:49: Executive for Urban and Institute.  
00:02:49 --> 00:02:53: But today I'm mostly speaking as the Chair of the  
00:02:53 --> 00:02:56: Advisory Services panel we did, which we'll also talk about  
00:02:56 --> 00:02:58: a little bit more later.  
00:02:58 --> 00:03:02: And just wanted to share some thoughts and why why  
00:03:02 --> 00:03:05: Also we did this panel as part of our bigger  
00:03:05 --> 00:03:09: Sea Change program, which we launched about 3 years ago.  
00:03:09 --> 00:03:12: We did a lot of work focused on what are  
00:03:12 --> 00:03:18: the big systemic issues for scaling up the carbonisation in  
00:03:18 --> 00:03:19: real estate.  
00:03:20 --> 00:03:22: And one of those issues was related to how do  
00:03:22 --> 00:03:27: we incorporate transition risk in real estate valuations, which  
is  
00:03:27 --> 00:03:28: currently not done.  
00:03:28 --> 00:03:34: What had we developed guidelines identifying 12 risks in  
total,  
00:03:34 --> 00:03:36: 8 that could be quantified.

00:03:36 --> 00:03:41: And with having that more transparent view on all of

00:03:41 --> 00:03:46: the transitional risks that impact valuations, we also got a

00:03:46 --> 00:03:50: better sight of where those risks are the highest.

00:03:50 --> 00:03:54: So watch assets have a higher risk of stranding and

00:03:54 --> 00:03:59: you can think for example about social and affordable housing.

00:03:59 --> 00:04:03: But obviously you have the costs of making the changes

00:04:03 --> 00:04:05: and making the improvements.

00:04:05 --> 00:04:08: But often it's not so easy to increase the rent.

00:04:08 --> 00:04:10: So the revenue side of it is more difficult.

00:04:11 --> 00:04:15: We also have a lot of structural change in real

00:04:15 --> 00:04:19: estate where we don't The ways people work is changing,

00:04:19 --> 00:04:23: the way we shop has been changing, which impacts certain

00:04:24 --> 00:04:26: sectors more than others.

00:04:26 --> 00:04:29: And also that structural change is impacting on the risk

00:04:30 --> 00:04:34: of assets being stranded and assets normally not strand just

00:04:34 --> 00:04:38: because of decarbonisation, but that can be an additional factor.

00:04:39 --> 00:04:42: And how do we then build the business case for

00:04:42 --> 00:04:47: decarbonisation and which within real estate, within ULI, obviously we

00:04:47 --> 00:04:49: are focused on urban land.

00:04:50 --> 00:04:56: We take a holistic approach to Urban Development and therefore

00:04:56 --> 00:05:01: also to building the business case for decarbonisation.

00:05:02 --> 00:05:06: We feel it's really important to focus not just on

00:05:06 --> 00:05:10: what can be the increase, for example, in rents or

00:05:10 --> 00:05:14: what can be adding to my liquidity or ultimately the

00:05:14 --> 00:05:18: transaction volume if I want to sell that asset.

00:05:18 --> 00:05:22: But we feel we need to also take into consideration

00:05:22 --> 00:05:26: other elements like what jobs are being created, what is

00:05:26 --> 00:05:30: the productivity, how much impact on CO2 reductions?

00:05:31 --> 00:05:36: Is there air quality resilience, biodiversity, better health outcomes, better

00:05:36 --> 00:05:42: community impacts, resident well-being or wider community impact, etcetera and

00:05:42 --> 00:05:44: obviously economic growth.

00:05:44 --> 00:05:45: Next slide please.

00:05:46 --> 00:05:50: And therefore what we often see when we kind of

00:05:50 --> 00:05:55: look in a narrow perspective on decarbonization, but of the

00:05:55 --> 00:05:59: the burden is often placed on the asset owner who's

00:05:59 --> 00:06:04: responsible for making the improvements and doing the retrofits.

00:06:05 --> 00:06:09: But if you don't look at the outcomes of that,

00:06:09 --> 00:06:13: there's a far bigger perspective on that.

00:06:13 --> 00:06:18: And it's not just the the rental uplift or the

00:06:18 --> 00:06:23: value uplift, it's obviously also the savings that are made

00:06:23 --> 00:06:29: from lower energy costs, better maintenance tax receipts that might

00:06:29 --> 00:06:33: go to for the value uplifts to the to the

00:06:33 --> 00:06:35: government and municipalities.

00:06:36 --> 00:06:39: And obviously, as I just mentioned before, also there are

00:06:39 --> 00:06:44: social and environmental outcomes and the range of beneficiaries of

00:06:44 --> 00:06:47: that is much wider than just the asset owner.

00:06:47 --> 00:06:50: And we think this is a very important perspective.

00:06:50 --> 00:06:53: And building on that, we think there's it's very important

00:06:53 --> 00:06:56: to take into account sort of not just the asset

00:06:56 --> 00:06:59: owner and put the burden there, but look much broader.

00:06:59 --> 00:07:00: Next slide, please.

00:07:01 --> 00:07:04: And also we often have only when we think about

00:07:04 --> 00:07:07: decarbonisation a cost perspective.

00:07:07 --> 00:07:10: While we think we need to think about decarbonisation as

00:07:11 --> 00:07:14: well as wider investment as an investment from an investment

00:07:14 --> 00:07:15: perspective.

00:07:16 --> 00:07:20: And by doing that, it's very useful to look at

00:07:20 --> 00:07:25: who ultimately benefits, therefore who would need to pay and

00:07:25 --> 00:07:31: also who can lead in bringing the different stakeholders together.

00:07:32 --> 00:07:32: Next slide, please.

00:07:34 --> 00:07:39: In the case of the degromination, we already talked, I

00:07:39 --> 00:07:44: already mentioned sort of the shift from cost to investment.

00:07:45 --> 00:07:48: Because if you look at the source of funding, there's

00:07:49 --> 00:07:53: often the private sector contribution or the asset owner contribution

00:07:54 --> 00:07:58: that can be public subsidies, especially when also taking into

00:07:58 --> 00:08:02: account the the benefits, the social benefits there are.

00:08:03 --> 00:08:07: If you look at the cost of transition, there's a

00:08:07 --> 00:08:10: couple of couple of elements to consider.

00:08:10 --> 00:08:15: It's the demands reduction, the energy demands reduction you will

00:08:15 --> 00:08:19: have there's the non fossil fuel heat generation and there's

00:08:19 --> 00:08:22: the solar or storage that needs to happen.

00:08:22 --> 00:08:25: And if you then at look at the economic value

00:08:25 --> 00:08:30: created again, there's the different elements, there's the uplifting brands

00:08:30 --> 00:08:30: and values.

00:08:31 --> 00:08:35: That's the net present value of the energy savings that

00:08:35 --> 00:08:39: sort of that happens in the future that you can

00:08:39 --> 00:08:41: already calculate today.

00:08:41 --> 00:08:45: There's the receipts of the of the tax benefits and

00:08:45 --> 00:08:51: again, social and environmental outcomes if we apply that to

00:08:51 --> 00:08:53: the work we did in Berlin.

00:08:53 --> 00:08:54: Next slide please.

00:08:55 --> 00:09:00: We looked at 2 specific case studies, again thinking about

00:09:00 --> 00:09:03: where is the stranding risks, risk higher.

00:09:04 --> 00:09:08: And we looked at one social and affordable large scale

00:09:08 --> 00:09:13: housing project in the South of Berlin called Bucover Perth,

00:09:13 --> 00:09:17: owned by Hewelbach Berlin based housing association.

00:09:18 --> 00:09:20: And we also looked at Kufirsdam.

00:09:21 --> 00:09:24: For those of you that know Berlin, Kufirsdam is known

00:09:24 --> 00:09:26: as a as a prime area.

00:09:26 --> 00:09:28: This was actually really interesting.

00:09:29 --> 00:09:35: Quite a large proportion of offices, more in historic buildings,

00:09:35 --> 00:09:38: quite a few department stores.

00:09:38 --> 00:09:42: And obviously with all the changes that we see in

00:09:42 --> 00:09:45: the environment around us on the way we shop, the

00:09:45 --> 00:09:50: way we work, etcetera, having fundamental impact on also

00:09:50 --> 00:09:52: such

00:09:52 --> 00:09:57: an area that used to be so prime.

00:09:57 --> 00:10:01: But now facing quite some challenges and applying then the,

00:10:01 --> 00:10:02: the methodology that I showed you before to that next

00:10:03 --> 00:10:04: slide, please.

00:10:04 --> 00:10:08: It's interesting.

00:10:08 --> 00:10:12: But because if you on the left hand side, you

00:10:12 --> 00:10:16: see the, the diagram for Brookover, Harvard, the social

00:10:16 --> 00:10:20: housing

00:10:20 --> 00:10:20: district and on the right hand side for Kurfitz and

00:10:20 --> 00:10:25: Dunn and then walking for each diagram from right to

00:10:25 --> 00:10:28: left.

00:10:28 --> 00:10:32: It's actually very interesting because in a social housing

00:10:32 --> 00:10:36: project,

00:10:36 --> 00:10:40: if you would look at what is the value being

00:10:40 --> 00:10:48: created from doing the decarbonization works.

00:10:48 --> 00:11:00: Again, taking that into consideration from a wider

00:11:00 --> 00:11:05: perspective, a

00:11:05 --> 00:11:10: lot of the outcomes relate to social and environmental.

00:11:10 --> 00:11:15: Obviously, there's lower CO2 emissions, there's hopefully

00:11:15 --> 00:11:20: more climate change

00:10:48 --> 00:10:54: resilience, but there's also, by having buildings in a better  
00:10:54 --> 00:11:01: state, sort of more impact on resident well-being, community  
impact,  
00:11:01 --> 00:11:07: lower chances of social deprivation, on top of obviously value  
00:11:07 --> 00:11:14: uplift or preservation of value, potential rental uplift or at  
00:11:14 --> 00:11:17: least resilience of rental value.  
00:11:18 --> 00:11:21: And then of course, a big component is the net  
00:11:21 --> 00:11:24: present value of energy savings, which comes down to the  
00:11:24 --> 00:11:25: occupiers.  
00:11:25 --> 00:11:29: Sometimes that can be also used to increase the rent  
00:11:29 --> 00:11:33: to some extent so that the total housing costs remain  
00:11:33 --> 00:11:36: the same but the distribution is different.  
00:11:37 --> 00:11:40: Again, looking at the cost of transition for those different  
00:11:41 --> 00:11:41: elements.  
00:11:41 --> 00:11:45: And on top of what I showed you before, there's  
00:11:45 --> 00:11:50: also a regeneration cost here, often taking into account  
different  
00:11:51 --> 00:11:55: things that can happen to build the business case.  
00:11:55 --> 00:11:59: In the case of a big social housing project, you  
00:11:59 --> 00:12:03: can think how can I build a business case, for  
00:12:03 --> 00:12:08: example, by further densifying the area by adding order uses,  
00:12:08 --> 00:12:13: not just affordable housing, but also other types of housing,  
00:12:13 --> 00:12:17: more market level, by adding commercial uses, etcetera.  
00:12:17 --> 00:12:21: More community uses that are of benefit to the residents  
00:12:21 --> 00:12:24: but might also be of benefit to the wider community  
00:12:25 --> 00:12:29: can also be thinking of district heating solutions for example.  
00:12:29 --> 00:12:34: And then thinking about where the benefits lands helps really  
00:12:34 --> 00:12:37: also to think about well who does it make sense  
00:12:37 --> 00:12:38: to lead here?  
00:12:39 --> 00:12:42: Is that just the owner or is that for example?  
00:12:42 --> 00:12:45: So the wider, the housing association in this case, but  
00:12:45 --> 00:12:49: also the wider community, the municipality and the wider city  
00:12:49 --> 00:12:49: level.  
00:12:50 --> 00:12:54: And then thinking from that, who benefits in terms not  
00:12:54 --> 00:12:59: just in terms of monetary return on investment but also  
00:12:59 --> 00:13:04: future savings, for example, in an area stays lively, vibrant,  
00:13:04 --> 00:13:08: it also makes sense for that party to lead.  
00:13:08 --> 00:13:13: So the wider municipality and city government that can also  
00:13:13 --> 00:13:19: then put in public subsidies, maybe not meant as subsidies,  
00:13:19 --> 00:13:24: but as an investment also for the the building owners  
00:13:24 --> 00:13:31: and for more institutional finance, for example, financing  
retrofits, district  
00:13:31 --> 00:13:36: heating systems, etcetera and getting a return on that.

00:13:37 --> 00:13:41: If you don't compare that for social housing project where  
00:13:41 --> 00:13:47: the biggest return component comes from social and  
environmental outcomes,  
00:13:47 --> 00:13:50: that might be lower in the case of a cool  
00:13:50 --> 00:13:54: for synonymous case where it's much more commercial real  
estate,  
00:13:54 --> 00:13:59: the proportion of asset owners, private sector asset owners is  
00:13:59 --> 00:14:00: much bigger.  
00:14:00 --> 00:14:05: And where is the biggest impact if improvements are being  
00:14:05 --> 00:14:11: made to the buildings, decarbonized buildings, but also, for  
example,  
00:14:11 --> 00:14:16: repurposed buildings, changing the use of them, also  
densifying them,  
00:14:16 --> 00:14:20: making improvements to the public space.  
00:14:20 --> 00:14:22: So it attracts more footfall.  
00:14:23 --> 00:14:26: You see a lot of the value coming into the  
00:14:26 --> 00:14:30: asset value uplift and there's a far higher probability of  
00:14:31 --> 00:14:34: rent staying up, up to level, but also being able  
00:14:34 --> 00:14:35: to increase.  
00:14:36 --> 00:14:40: And that is almost the biggest component with such a  
00:14:40 --> 00:14:44: big part of the economic value created than landing at  
00:14:44 --> 00:14:45: the asset owner level.  
00:14:46 --> 00:14:48: It makes a lot of sense for them to lead.  
00:14:49 --> 00:14:53: You could feel that individually, but you can also view  
00:14:53 --> 00:14:55: it in a more collective context.  
00:14:55 --> 00:14:55: For example.  
00:14:55 --> 00:15:00: Also in this case, there was a business, the Improvement  
00:15:00 --> 00:15:04: District where the collective group of owners try to make  
00:15:04 --> 00:15:10: improvements also to the wider public space, attract footfall,  
etcetera,  
00:15:10 --> 00:15:14: and make it a pleasant area, which again also lands  
00:15:14 --> 00:15:17: into value preservation and value uplift.  
00:15:18 --> 00:15:23: And there's then also the social and environmental outcomes  
similar  
00:15:23 --> 00:15:27: to what we saw in the residential project, for example,  
00:15:27 --> 00:15:32: between CO2 emissions, resiliency and also quality of the  
public  
00:15:32 --> 00:15:36: space and again the net present value of energy savings.  
00:15:37 --> 00:15:40: And then it makes a lot of sense for the  
00:15:40 --> 00:15:44: private sector to lead, but also investment from, for example,  
00:15:44 --> 00:15:47: public sector and institutional finance.  
00:15:47 --> 00:15:51: Again, I hope that gives an idea of the bigger  
00:15:51 --> 00:15:55: perspective we took for these two case studies.  
00:15:56 --> 00:15:59: Now I'm very happy to hand back to Sabine to

00:15:59 --> 00:16:03: lead the discussion with my fellow panelists.

00:16:03 --> 00:16:04: Thank you so much.

00:16:12 --> 00:16:17: Thank you, Lizette for presenting and giving overview and for all the people who joined in.

00:16:17 --> 00:16:19: If you have a question doing or what you've heard from Lizette, happy to ask your question in the chat.

00:16:23 --> 00:16:26: And then we will have now a really short discussion about presentation of all the other panelists and then we will have this Q&A session.

00:16:27 --> 00:16:30: We are happy to ask all your question as well.

00:16:30 --> 00:16:34: So please come along our next panellist.

00:16:35 --> 00:16:36: I welcome really warmly Maria.

00:16:36 --> 00:16:39: Maria, please introduce yourself and you will talk a little bit about especially the governance and neighborhood governance as a foundation for the decarbonisation stage.

00:16:40 --> 00:16:44: Is yours Maria and I for sure I will have some questions for you afterwards.

00:16:44 --> 00:16:47: Thank you, Sabina.

00:16:48 --> 00:16:51: So my name is Maria Vasilako.

00:16:51 --> 00:16:56: I am working globally as an advisor on, among other issues, decarbonization.

00:16:56 --> 00:16:58: I have served as VN as Vice Mayor for almost 10 years from 2010 to 2019.

00:16:58 --> 00:17:01: And I'm a member of the city's mission board of experts that designed the 100 Climate Neutral Cities Mission by 2030.

00:17:01 --> 00:17:03: That takes me all the way to decarbonisation and actually to what Lisette Fanton has been explaining all the way.

00:17:04 --> 00:17:04: If there is one place where we can practically work synergetically and aggregate benefits, social and environmental benefits mostly as well, that is the local level, that is the neighborhood level.

00:17:05 --> 00:17:07: And if there is one thing that was my major take away from the work we did in Berlin that was realizing that it is the neighborhood level where we need to organize processes.

00:17:07 --> 00:17:13: Not only because this means, as I said, aggregating value and benefits, but also because we need to steer this process and we need to steer it in a way

00:18:24 --> 00:18:28: that is replicable and that will actually show us the  
00:18:28 --> 00:18:32: way to apply what we learn at the neighborhood level  
00:18:32 --> 00:18:34: to the entire city.  
00:18:35 --> 00:18:38: That means that when we think decarbonization, we normally  
start  
00:18:38 --> 00:18:40: thinking about big infrastructures.  
00:18:40 --> 00:18:44: We start thinking about district heating systems, example  
given where  
00:18:44 --> 00:18:47: we need to change the energy source and we're already  
00:18:47 --> 00:18:48: on a good way.  
00:18:49 --> 00:18:52: But if we think of small houses, if we think  
00:18:52 --> 00:18:56: of owner occupied units, if we think of the thousands,  
00:18:56 --> 00:19:01: the hundreds, thousands of apartments and small houses  
that need  
00:19:01 --> 00:19:07: support in order to achieve decarbonization, then we realize  
that  
00:19:07 --> 00:19:09: this is a huge steering task.  
00:19:10 --> 00:19:14: Hence, we need governance structures that will support us in  
00:19:14 --> 00:19:17: organizing this at the neighborhood level.  
00:19:18 --> 00:19:24: And that means we need neighborhood management that will  
knock  
00:19:24 --> 00:19:29: on every door, that will align city vision with planning  
00:19:29 --> 00:19:35: tools and delivery mechanisms, that will organize  
collaborations between the  
00:19:35 --> 00:19:41: public and private sector, between the community sectors,  
but also  
00:19:41 --> 00:19:45: between, to put it in simple terms, in terms the  
00:19:45 --> 00:19:50: residents of a neighborhood that will identify, by the way,  
00:19:51 --> 00:19:52: big players.  
00:19:52 --> 00:19:56: That may be example, given a hospital, a school near  
00:19:56 --> 00:20:02: a neighborhood, possibly a big social housing developer who  
may  
00:20:02 --> 00:20:08: collaborate together with small ownership that also exists in  
the  
00:20:08 --> 00:20:13: neighborhood to possibly create not only a shared vision but  
00:20:13 --> 00:20:13: also.  
00:20:14 --> 00:20:19: A joint concept towards decarbonizing the neighborhood and  
who will  
00:20:19 --> 00:20:24: knock on every door, talk to everybody, create exactly the  
00:20:24 --> 00:20:29: kind of relationships needed in order to build trust, legitimacy  
00:20:29 --> 00:20:30: and investor confidence.  
00:20:31 --> 00:20:32: Next slide, please.  
00:20:35 --> 00:20:41: Now, what I'm talking about is neighborhood management  
teams who

00:20:41 --> 00:20:48: will engage with local communities, residents and the entire local  
ecosystem on a long term basis.

00:20:48 --> 00:20:51:  
00:20:52 --> 00:20:55: And by the way, in many cases, they may even  
00:20:55 --> 00:20:59: need to create a local ecosystem because just because  
people  
00:21:00 --> 00:21:04: live and work door to door doesn't necessarily mean that  
00:21:04 --> 00:21:09: structures are already there, that relations relations are  
already there.

00:21:10 --> 00:21:12: So they will need to create and steer a local  
00:21:12 --> 00:21:13: ecosystem.

00:21:14 --> 00:21:18: They will need to involve all actors, be them residents,  
00:21:18 --> 00:21:23: housing bodies, local planners, utility companies, to create a  
shared  
00:21:23 --> 00:21:25: vision and a shared concept.

00:21:26 --> 00:21:30: The methods they will be using will be of course  
00:21:30 --> 00:21:36: digital platforms, but also open forums, community events,  
storytelling.

00:21:37 --> 00:21:42: And they will be doing all this working together with  
00:21:42 --> 00:21:48: the local ecosystem asset to implement a long term vision  
00:21:48 --> 00:21:49: at the local level.

00:21:50 --> 00:21:51: Next slide please.

00:21:55 --> 00:22:00: And here is actually what we're speaking about very  
precisely.

00:22:02 --> 00:22:07: We would suggest the creation of neighborhood innovation  
Centers for  
00:22:07 --> 00:22:08: the environment.

00:22:08 --> 00:22:13: So nice, who will function at the local level as  
00:22:13 --> 00:22:18: a platform to coordinate the entire local ecosystem, to bring  
00:22:18 --> 00:22:26: stakeholders together, to create together local climate and  
neighborhood regeneration  
00:22:26 --> 00:22:27: plans?

00:22:28 --> 00:22:32: If we look into the skills they need to have,  
00:22:32 --> 00:22:37: because we're talking here about dedicated teams and  
skilled teams,  
00:22:37 --> 00:22:41: they would need skills within the team in strategic planning,  
00:22:42 --> 00:22:46: in capital layering, in monitoring engagement skills and to put  
00:22:46 --> 00:22:51: it also in simple terms, skills in identifying potential  
investment  
00:22:51 --> 00:22:53: and packaging.

00:22:53 --> 00:22:59: Also solutions so that they can actually facilitate decisions to  
00:22:59 --> 00:23:05: be made, especially from small home owners or owners of  
00:23:05 --> 00:23:10: of owner occupied units that in many cases may be  
00:23:10 --> 00:23:14: facing difficulties in accessing finance.

00:23:15 --> 00:23:20: They will knock on all doors, they will talk to  
00:23:20 --> 00:23:23: landlords, to tenants, they will create.  
00:23:23 --> 00:23:27: Of course, they will function as the missing link in  
00:23:27 --> 00:23:31: many cases between the neighborhood and and the city.  
00:23:31 --> 00:23:36: They will talk to transport companies, investors, utilities and  
they  
00:23:36 --> 00:23:42: will support the long term implementation of decarbonization  
and their  
00:23:42 --> 00:23:43: de risk investment.  
00:23:43 --> 00:23:46: But in the end, in a nutshell, the take away  
00:23:46 --> 00:23:49: is if we want to steer and organize something at  
00:23:49 --> 00:23:52: the neighborhood level, we should never forget.  
00:23:53 --> 00:23:56: We need a place where local communities can meet and  
00:23:56 --> 00:23:57: come together.  
00:23:57 --> 00:24:01: We need dedicated skill teams that will work long term  
00:24:01 --> 00:24:06: to bring people together to organize all of these processes  
00:24:06 --> 00:24:10: to produce results and to steer and monitor results.  
00:24:10 --> 00:24:13: And we will need, of course, at least a modest  
00:24:14 --> 00:24:18: budget for these teams so that they can actually function  
00:24:18 --> 00:24:19: long term.  
00:24:21 --> 00:24:22: Thank you We.  
00:24:29 --> 00:24:33: Have my my cameras a little bit slow today.  
00:24:33 --> 00:24:35: Thank you for so much for that.  
00:24:35 --> 00:24:37: So next one is Harris.  
00:24:38 --> 00:24:42: Harris will speak a little bit about the integrated urban  
00:24:42 --> 00:24:45: generation regeneration, generation regeneration.  
00:24:46 --> 00:24:50: Harris, your status, your son, please again also please into  
00:24:50 --> 00:24:54: say some words what you're doing on your day-to-day job  
00:24:54 --> 00:24:58: and what was your role in our great advisory panel  
00:24:58 --> 00:24:59: in Berlin.  
00:25:00 --> 00:25:00: Thank you.  
00:25:00 --> 00:25:04: Thank you, Sabina and thank you Lisette and thank you  
00:25:04 --> 00:25:05: dear fellow panellists.  
00:25:05 --> 00:25:07: Great to be with you again.  
00:25:08 --> 00:25:10: I had a pleasure to join this beautiful task force  
00:25:10 --> 00:25:12: as a trained urban planner and designer.  
00:25:13 --> 00:25:16: Being partly A Berliner myself, I grew growing up and  
00:25:16 --> 00:25:18: studying and working in Berlin.  
00:25:18 --> 00:25:23: I'm quite familiar with the realities, challenges and potentials  
of  
00:25:23 --> 00:25:28: Berlin, but it was a inspirative and inspirational journey to  
00:25:28 --> 00:25:32: be together with this task force and look into these  
00:25:32 --> 00:25:34: two very diverse neighborhoods.

00:25:34 --> 00:25:38: I am in charge of the international Urban Development projects

00:25:38 --> 00:25:42: at Reyes and Zuma, which is a large international engineering

00:25:43 --> 00:25:47: planning and consultancy office and also lecturing at ETH Zurich

00:25:47 --> 00:25:50: and HFT Stuttgart and also worked in the past as

00:25:50 --> 00:25:52: a policy consultant for UN Habitat.

00:25:52 --> 00:25:57: The UN agency for human settlements are trying to bring

00:25:57 --> 00:26:01: in the practical and also some applied research and policy

00:26:01 --> 00:26:04: consultancy input to to this discourse.

00:26:05 --> 00:26:07: And if we dive into the slides and and that's

00:26:07 --> 00:26:11: a methodological slide that we are took also partly as

00:26:11 --> 00:26:14: a basis of our of the thinking and also bringing

00:26:14 --> 00:26:18: in these different perspectives that we brought to the panel,

00:26:18 --> 00:26:21: but also of course, the others that are necessary if

00:26:21 --> 00:26:24: you really want to do holistically with neighborhoods.

00:26:24 --> 00:26:29: We need compact sensors in energy, mobility, biodiversity, water planning,

00:26:29 --> 00:26:30: of course.

00:26:30 --> 00:26:34: So we need to to combine these two spheres that

00:26:34 --> 00:26:38: are you see here at the bottom right, the rational

00:26:38 --> 00:26:40: technical consequence.

00:26:40 --> 00:26:43: But also of course, as the human being lives in

00:26:43 --> 00:26:47: its small community in the neighborhood, as a main cell

00:26:47 --> 00:26:50: of, of, of our community, we need not to forget

00:26:50 --> 00:26:54: the emotional, inspiring and atmospheric aspects and also have a

00:26:54 --> 00:26:57: user oriented and human oriented perspective.

00:26:57 --> 00:27:00: And in this sense, this we have to look into

00:27:00 --> 00:27:03: a holistic way and not in a fragmented way.

00:27:03 --> 00:27:06: That is very often the case also in European cities.

00:27:06 --> 00:27:08: We are the victims of our own success.

00:27:09 --> 00:27:12: So we have the luxury to specialized to work in

00:27:12 --> 00:27:13: our silos.

00:27:13 --> 00:27:17: But now with if you want to work toward decarbonized

00:27:17 --> 00:27:21: cities, neighborhoods and then and and the continent, we need

00:27:21 --> 00:27:22: to integrate aspects.

00:27:22 --> 00:27:24: And you see on the left hand side the aesthetic

00:27:24 --> 00:27:25: and spatial.

00:27:25 --> 00:27:29: We need to align different layers of competence and of

00:27:29 --> 00:27:29: expertise.

00:27:30 --> 00:27:33: And of course decarbonisation is only feasible if it's embedded

00:27:34 --> 00:27:37: in a broader narrative and a broader framework in the

00:27:37 --> 00:27:39: district renewal and regeneration.

00:27:39 --> 00:27:43: If you go to the next slide, we will see

00:27:43 --> 00:27:44: a an example.

00:27:44 --> 00:27:47: So as our panel did a deep research on holistic

00:27:47 --> 00:27:52: approaches, what it's there in practice, in theory and policy,

00:27:52 --> 00:27:57: we conducted dozens of interviews with stakeholders from the Berlin

00:27:57 --> 00:27:58: ecosystem.

00:27:58 --> 00:28:02: Very often, as as we also saw in the previous

00:28:02 --> 00:28:06: slide, we tried to to, to to divide saying that

00:28:06 --> 00:28:11: the economic is not feasible if it's also socially viable

00:28:11 --> 00:28:13: and ecologically.

00:28:13 --> 00:28:17: But in these conversations with the Berlin ecosystem, with investors,

00:28:17 --> 00:28:22: with the developers, with the public sector, with neighborhood activists,

00:28:22 --> 00:28:24: we realise there is a a good momentum in Berlin

00:28:24 --> 00:28:26: and across our cities.

00:28:26 --> 00:28:27: If you work together.

00:28:27 --> 00:28:31: And, and this image here is an exemplary one that

00:28:31 --> 00:28:34: tells you that we must work on this scale to

00:28:34 --> 00:28:37: reduce cost and, and also of course, the risk.

00:28:37 --> 00:28:42: So very often Co creative and participatory processes are being

00:28:42 --> 00:28:46: proclaimed to be expensive and, and long term and, and,

00:28:46 --> 00:28:47: and time consuming.

00:28:47 --> 00:28:49: But in this sense, it can in the end of

00:28:49 --> 00:28:51: the day, reduce costs and reduce risk.

00:28:52 --> 00:28:55: And in this sense, if it's, if you visualize the

00:28:55 --> 00:28:59: future of the neighborhood, it's way more digestible also for,

00:28:59 --> 00:29:02: for the stakeholders to, to accept that.

00:29:02 --> 00:29:05: Because in Europe, yes, we need to combine public and

00:29:05 --> 00:29:08: private funding, but very often the funding is not the

00:29:08 --> 00:29:10: issue nor the lack of competences.

00:29:10 --> 00:29:13: We do have enough economists, architects, planners, engineers.

00:29:13 --> 00:29:15: It's about the stakeholder alignment.

00:29:15 --> 00:29:18: And in this sense, we really need to curate these

00:29:18 --> 00:29:23: processes as you see a public, private, social, ecologic, economic

00:29:23 --> 00:29:28: in order to to have the urban transformation implemented

affordable

00:29:28 --> 00:29:30: and also towards livable cities.

00:29:31 --> 00:29:34: And if you go to the next slide, there's a

00:29:34 --> 00:29:38: couple of examples I brought from from our practice.

00:29:38 --> 00:29:40: We have to bring that to scale.

00:29:41 --> 00:29:44: Yes, there are now the programs under the umbrella of

00:29:44 --> 00:29:48: the Net 0 program of the New European Bauhaus as

00:29:48 --> 00:29:50: destination of the Commission.

00:29:50 --> 00:29:54: But we need further funding, we need further competences.

00:29:54 --> 00:29:58: We need to gather and understand the potentials of a

00:29:58 --> 00:29:59: place.

00:29:59 --> 00:30:02: So a social and for example, here you're seeing the

00:30:02 --> 00:30:04: upper right image.

00:30:04 --> 00:30:07: This is from a project in Berlin where we realized

00:30:07 --> 00:30:11: one of these 1970s neighborhoods, just as the one that

00:30:11 --> 00:30:13: Lizette explained.

00:30:13 --> 00:30:15: We need to densify with new functions because they are

00:30:15 --> 00:30:18: planned in a monofunctional, card oriented way.

00:30:18 --> 00:30:21: But in this sense, we have to see how we

00:30:21 --> 00:30:25: reprogram public spaces, how we also design mobility hubs

and

00:30:25 --> 00:30:29: and create nodes and, and, and multimodal strategies.

00:30:29 --> 00:30:33: Why cannot these mobility hubs also have cultural and social

00:30:33 --> 00:30:34: and other functions?

00:30:35 --> 00:30:40: Why cannot public spaces also be performative, not just

recreational

00:30:40 --> 00:30:42: harvesting ecosystem and services?

00:30:42 --> 00:30:45: For example, you see here energy and wind and also

00:30:45 --> 00:30:46: purified water.

00:30:46 --> 00:30:50: So we have to have also multifunctional landscapes and also

00:30:50 --> 00:30:53: to retrofit and work with the existing buildings.

00:30:53 --> 00:30:56: Much of our building stock from the Sixties, 70s and

00:30:56 --> 00:30:59: 80s went to one retrofit cycle in 90s and 2000s.

00:30:59 --> 00:31:02: And now we are going towards another one and and

00:31:02 --> 00:31:04: these buildings are not being made to stay to stand

00:31:04 --> 00:31:06: around for hundreds of years.

00:31:06 --> 00:31:09: So in this sense, we have an ageing building stuff

00:31:09 --> 00:31:12: and many stranded assets that need to be rethought in

00:31:12 --> 00:31:13: in the process.

00:31:13 --> 00:31:16: And if I to, to finish my short intervention, I

00:31:16 --> 00:31:20: also to give you a short overview of what you

00:31:20 --> 00:31:23: see on, on the on the bottom right image is

00:31:23 --> 00:31:27: climate adaptation strategy for Basel in Switzerland.

00:31:27 --> 00:31:29: So we have to deal with climate issues on the  
00:31:29 --> 00:31:30: larger scale as well.  
00:31:31 --> 00:31:34: Therefore, also with this panel, we try to contribute to  
00:31:34 --> 00:31:39: developing new planning instruments, instigating inspiring  
because very often we  
00:31:40 --> 00:31:43: do not have the planning instruments for formal planning that  
00:31:43 --> 00:31:48: will help us to decarbonize because tenders and  
procurements are  
00:31:48 --> 00:31:49: done in the sectorial way.  
00:31:49 --> 00:31:52: So we are not able to do mobility, public space  
00:31:52 --> 00:31:53: and energy and holistic.  
00:31:53 --> 00:31:56: So in this sense, this panel gave a gave a  
00:31:56 --> 00:31:59: policy a recommendation as well that we have to go  
00:31:59 --> 00:32:00: in that way.  
00:32:00 --> 00:32:04: And finally, on the left hand side, very often and  
00:32:04 --> 00:32:08: we are being criticized as a profession that we are  
00:32:08 --> 00:32:12: also only dealing with the affluent, the wealthy, and we  
00:32:12 --> 00:32:16: also need and we do that diving into challenging and  
00:32:16 --> 00:32:18: contested and conflictual regions.  
00:32:19 --> 00:32:21: Now you see that's the building Back Better, a plan  
00:32:21 --> 00:32:24: for a community in the Butcher region in Ukraine.  
00:32:24 --> 00:32:28: So bringing in this ideas of decarbonization of sustainability  
to  
00:32:29 --> 00:32:30: the ones they need that.  
00:32:30 --> 00:32:33: And in this sense, also showing that this is not  
00:32:33 --> 00:32:36: just a luxury problem, but also a way to to  
00:32:36 --> 00:32:39: build back better and also to empower the communities and  
00:32:39 --> 00:32:41: colleagues in these countries.  
00:32:41 --> 00:32:44: With that, I, I give back the word to Sabine  
00:32:44 --> 00:32:46: and look forward to the discussion with you in this  
00:32:46 --> 00:32:49: session or in other occasions in the future.  
00:32:49 --> 00:32:50: Thank you for the attention.  
00:32:57 --> 00:33:00: This was also really interesting as well from the others  
00:33:00 --> 00:33:02: and I also have some questions for you afterwards.  
00:33:02 --> 00:33:06: And please remind a reminder if you have questions, put  
00:33:06 --> 00:33:10: them in your chat because otherwise I'll will ask all  
00:33:10 --> 00:33:11: my questions.  
00:33:12 --> 00:33:16: And, and the last one is Vicky as she will  
00:33:16 --> 00:33:22: talk about about the sustainable decarbonisation, get tools  
and maybe  
00:33:22 --> 00:33:24: more from another angle.  
00:33:24 --> 00:33:27: So Vicky, please introduce yourself as well and also give  
00:33:27 --> 00:33:30: some hints what you do on your day-to-day basis.

00:33:30 --> 00:33:33: And I also see that you also brought up a  
00:33:33 --> 00:33:35: really good other case study as well.  
00:33:35 --> 00:33:37: So stage is yours.  
00:33:37 --> 00:33:38: Thank you.  
00:33:39 --> 00:33:40: Thank you so much, Sabine.  
00:33:40 --> 00:33:43: So my name is Vicki Odili, I'm Director of Sustainability  
00:33:43 --> 00:33:43: at TP Bennett.  
00:33:44 --> 00:33:47: Very fortunate to have a background in architecture and  
design.  
00:33:47 --> 00:33:50: I've been able to transition within our company into our  
00:33:51 --> 00:33:52: in house sustainability team.  
00:33:53 --> 00:33:56: So we advise both clients and architects and designers how  
00:33:56 --> 00:34:01: to better embed both social and environmental sustainability  
on our  
00:34:01 --> 00:34:01: projects.  
00:34:02 --> 00:34:05: I thoroughly enjoyed our Berlin advisory panel.  
00:34:05 --> 00:34:08: It was my first introduction to this format of A,  
00:34:08 --> 00:34:12: if you haven't done one before, it's like a research  
00:34:12 --> 00:34:14: Sprint that we did with ULI.  
00:34:15 --> 00:34:18: And with such a diverse range of expertise on the  
00:34:18 --> 00:34:20: panel, I really got a lot out of it and  
00:34:20 --> 00:34:23: found that there was a lot of alignment, which you'll  
00:34:23 --> 00:34:25: hear throughout our presentations.  
00:34:26 --> 00:34:28: So some of the topics I'm going to talk about  
00:34:28 --> 00:34:31: really are thinking about a bit more from the architecture  
00:34:32 --> 00:34:34: point of view and how we would approach it at  
00:34:34 --> 00:34:35: that granular scale.  
00:34:36 --> 00:34:38: And I think there's a lot of things that we  
00:34:38 --> 00:34:41: can learn from the work that we've done with the  
00:34:41 --> 00:34:42: social housing providers.  
00:34:43 --> 00:34:47: They have a interesting approach in that they engage with  
00:34:47 --> 00:34:48: their customers.  
00:34:48 --> 00:34:52: It's really an integrated form of in their business model,  
00:34:52 --> 00:34:55: they have to hear from their customers and take those  
00:34:55 --> 00:34:58: lessons learned into the future projects.  
00:34:58 --> 00:35:01: So whenever we've worked from them with worked with  
them,  
00:35:02 --> 00:35:06: the engagement with the existing residents is something that  
we've  
00:35:06 --> 00:35:09: really benefited from to inform the design, not only the  
00:35:09 --> 00:35:12: brief, but the design development as it evolves.  
00:35:13 --> 00:35:16: The other thing I think we can learn is that  
00:35:16 --> 00:35:19: they have a longer term view of the life cycle

00:35:19 --> 00:35:20: costing.

00:35:21 --> 00:35:24: So that upfront cost is not only thinking about the

00:35:24 --> 00:35:28: impact on the asset, but also that wider long term

00:35:28 --> 00:35:30: benefit for the residents.

00:35:30 --> 00:35:34: Both thinking about social value creation and impact, but also

00:35:34 --> 00:35:37: the wider health and well-being to the occupants and at

00:35:37 --> 00:35:39: that larger neighborhood scale.

00:35:40 --> 00:35:44: So the next page for me, this is an example

00:35:44 --> 00:35:49: of a vision that we created for Camberley town centre

00:35:49 --> 00:35:51: in Surrey in the UK.

00:35:52 --> 00:35:55: And I think we'll see more and more of these

00:35:55 --> 00:35:58: kinds of projects coming up, as Lizette alluded to, that

00:35:58 --> 00:36:02: we have to reimagine the High Street and the retail

00:36:02 --> 00:36:05: centres that we have created and think about how what

00:36:05 --> 00:36:07: they could look like in the future.

00:36:08 --> 00:36:12: So this was a mixed-use vision for an activated ground

00:36:12 --> 00:36:15: floor in public realm with a huge range of uses

00:36:15 --> 00:36:20: from office to cinema, residential, hotel and also a sheltered

00:36:20 --> 00:36:21: accommodation.

00:36:21 --> 00:36:25: So that we're actually placing our elderly residents right in

00:36:25 --> 00:36:28: the center where they have easy access to all of

00:36:28 --> 00:36:32: the local amenities and can benefit from that neighborliness

00:36:32 --> 00:36:35: with

00:36:32 --> 00:36:35: the family homes next to the older residents.

00:36:36 --> 00:36:37: And I think it's an interesting point.

00:36:37 --> 00:36:40: You can see on the slide we're talking about architectural

00:36:40 --> 00:36:43: quality doesn't need to be sacrificed in the name of

00:36:43 --> 00:36:43: speed.

00:36:43 --> 00:36:47: I think there's an interesting alignment between thinking

00:36:47 --> 00:36:52: about the

00:36:47 --> 00:36:52: planetary boundaries, responsible sourcing of our supply

00:36:52 --> 00:36:55: chain and what

00:36:52 --> 00:36:55: that means for both material efficiency and cost efficiency.

00:36:56 --> 00:36:59: So where we have really clearly thought through the

00:36:59 --> 00:37:03: elements

00:36:59 --> 00:37:03: of the design, thinking about the actual homes themselves

00:37:03 --> 00:37:07: and

00:37:03 --> 00:37:07: how they're designed for flexible range of uses, but they

00:37:07 --> 00:37:09: can be designed as a kit of parts that can

00:37:09 --> 00:37:11: be delivered highly efficiently.

00:37:13 --> 00:37:16: And then my last slide, I have another case study

00:37:16 --> 00:37:19: where we worked with the first.

00:37:19 --> 00:37:22: So this is the delivery arm of Barking and Dagenham

00:37:22 --> 00:37:25: in London, so very close to the Thames, where we  
00:37:25 --> 00:37:28: had to consider elements like blood resilience.  
00:37:28 --> 00:37:31: But I think that context mapping is something that is  
00:37:31 --> 00:37:34: really important for from the architect's point of view.  
00:37:35 --> 00:37:38: So again, we're looking at at that wider neighborhood scale  
00:37:38 --> 00:37:41: and thinking about what it means for the green and  
00:37:41 --> 00:37:44: blue infrastructure, for the renewable energy that we can  
provide.  
00:37:45 --> 00:37:48: And also this was an interesting case study because we've  
00:37:48 --> 00:37:50: benefited from the London Plan.  
00:37:51 --> 00:37:54: So in this instance, policy really helped to set very  
00:37:54 --> 00:37:56: clear targets and metrics.  
00:37:56 --> 00:38:00: And Barking and Dagenham in this eastern part of London  
00:38:00 --> 00:38:02: has a district heat network.  
00:38:02 --> 00:38:05: So all of the 941 homes that we delivered as  
00:38:05 --> 00:38:08: part of this master plan, which was 2400 homes are  
00:38:08 --> 00:38:12: connected to that wider district, district heat network.  
00:38:13 --> 00:38:16: And that's where it's interesting from that social housing  
perspective  
00:38:16 --> 00:38:19: that these are very large players in the neighborhood and  
00:38:19 --> 00:38:22: they're able to think about those, the arrangement of not  
00:38:23 --> 00:38:25: only the homes, but also the services at that wider  
00:38:25 --> 00:38:26: neighborhood level.  
00:38:27 --> 00:38:30: So that's that theme you'll hear coming across more and  
00:38:30 --> 00:38:34: more the systems thinking approach that we all really drew  
00:38:34 --> 00:38:38: the dots between in the advisory panel and thinking about  
00:38:38 --> 00:38:42: that the development really needs to be interconnected to it's  
00:38:42 --> 00:38:46: both it's community and also to that global supply chain.  
00:38:49 --> 00:38:49: That's all for me.  
00:38:49 --> 00:38:52: I know we have to allow time for our panel  
00:38:52 --> 00:38:53: discussion as well, Sabine.  
00:38:53 --> 00:38:55: So thank you so much for inviting me to speak  
00:38:55 --> 00:38:56: on those.  
00:38:57 --> 00:38:57: Yeah.  
00:38:57 --> 00:39:00: Thank you, Vicky and thank you to all of you.  
00:39:01 --> 00:39:04: Now it's a time to discuss this a little bit  
00:39:04 --> 00:39:05: more briefly.  
00:39:05 --> 00:39:09: You may understood this was a quite good work we've  
00:39:09 --> 00:39:14: done together and thank you for the presentation and we  
00:39:14 --> 00:39:17: may can dig now a little bit more deeply and  
00:39:17 --> 00:39:19: maybe more concrete.  
00:39:19 --> 00:39:22: So we had had some questions already from the chat.  
00:39:22 --> 00:39:24: Maybe we will start with that.

00:39:25 --> 00:39:30: So first question was goes to Lisette, maybe because we  
00:39:30 --> 00:39:34: used in the in one of the charts, our wonderful  
00:39:34 --> 00:39:37: chart with the radio creation part.  
00:39:38 --> 00:39:42: And we discussed also that of course with investments in  
00:39:42 --> 00:39:46: decarbonisation we are unlocking well used in social  
environment.  
00:39:48 --> 00:39:53: Yeah, measurements or that we see this benefits or create  
00:39:53 --> 00:39:54: this benefits.  
00:39:55 --> 00:39:57: The question was how do we measure MIT?  
00:39:57 --> 00:40:00: I think we only used it as an example, we  
00:40:00 --> 00:40:01: don't measure it.  
00:40:03 --> 00:40:08: Precisely in that case, but maybe you can go a  
00:40:08 --> 00:40:13: little bit deeper about how we this value creation idea  
00:40:13 --> 00:40:17: and how this values can be measured.  
00:40:17 --> 00:40:18: And yeah.  
00:40:19 --> 00:40:22: Yeah, it's a really good question and I don't think  
00:40:23 --> 00:40:25: I have the answer in in an integrated way.  
00:40:25 --> 00:40:28: We see a lot more happening in this space.  
00:40:32 --> 00:40:34: We at the point at the moment when we did  
00:40:35 --> 00:40:38: this project, we haven't measured it because we didn't have  
00:40:38 --> 00:40:40: all the financial details also.  
00:40:40 --> 00:40:44: And obviously I think to measure these elements you need  
00:40:44 --> 00:40:46: to have a long term perspective.  
00:40:47 --> 00:40:51: What we are actually doing within you and I right  
00:40:51 --> 00:40:55: now is we've started the project looking into how to  
00:40:55 --> 00:41:00: measure social impact specifically in residential and exactly  
trying to  
00:41:00 --> 00:41:03: take that long term perspective.  
00:41:04 --> 00:41:07: Because what we see a lot right now is a  
00:41:07 --> 00:41:11: lot of the social impact is measured at the short  
00:41:11 --> 00:41:14: term, almost develop more and more.  
00:41:14 --> 00:41:18: It's the case that if a developer wants to have  
00:41:18 --> 00:41:22: a permit, you need to kind of take a couple  
00:41:22 --> 00:41:28: of social impact boxes, whether that's using local  
employment and  
00:41:28 --> 00:41:32: workers to do the works, have a certain proportion of  
00:41:32 --> 00:41:37: affordable social housing in your project, etcetera.  
00:41:37 --> 00:41:41: We and now what we see is more and more  
00:41:41 --> 00:41:45: asset owners start to consider sort of what that can  
00:41:45 --> 00:41:49: mean over the longer term, but a lot has not  
00:41:49 --> 00:41:51: happened in that.  
00:41:51 --> 00:41:54: I think it's a combination of quantity.

00:41:54 --> 00:41:58: You'd still need to look at monetary returns, but also  
00:41:58 --> 00:42:04: more qualitative aspects of collecting through surveys, for  
example, whether  
00:42:04 --> 00:42:07: it's residents or communities, etcetera.  
00:42:08 --> 00:42:11: I also wonder whether Maria Baby has a view on  
00:42:11 --> 00:42:14: that, how they did that in in Vienna and the  
00:42:14 --> 00:42:16: work she was involved with in the past.  
00:42:17 --> 00:42:18: Maria, how you measured that?  
00:42:23 --> 00:42:27: Well, Lizette, indeed it's exactly the same as you have  
00:42:27 --> 00:42:29: been mentioning already.  
00:42:29 --> 00:42:32: It's, it's quite difficult to measure that, right.  
00:42:33 --> 00:42:42: So there, there have been lately some approaches to  
measuring  
00:42:42 --> 00:42:42: it.  
00:42:43 --> 00:42:45: But back in the days in Vienna, I have to  
00:42:45 --> 00:42:48: confess, we didn't actually measure it in the sense we  
00:42:48 --> 00:42:49: knew it's there.  
00:42:49 --> 00:42:55: And we used it to argue that investing on behalf  
00:42:55 --> 00:43:01: of the city in steering this processes is makes sense.  
00:43:01 --> 00:43:05: Because exactly this means that you will not only steer,  
00:43:05 --> 00:43:10: let's say, the processes of, of, of renovating the, the  
00:43:10 --> 00:43:14: entire historical building stock, which is by the way, in  
00:43:14 --> 00:43:17: Vienna, 40% of all buildings.  
00:43:17 --> 00:43:21: But you will also do it in a way where  
00:43:21 --> 00:43:27: you use the opportunity to strengthen community ties, which  
then  
00:43:27 --> 00:43:33: of course means strengthening well-being and in the end  
also  
00:43:34 --> 00:43:40: promoting, let's put it this way, healthier lifestyles and  
improving  
00:43:40 --> 00:43:42: the public realm.  
00:43:43 --> 00:43:48: And it worked in a wonderful way because in Vienna's  
00:43:48 --> 00:43:53: case, back in the mid 90's, the urban renewal offices  
00:43:53 --> 00:43:54: were created.  
00:43:55 --> 00:44:00: They win a tender every five years and they're financed  
00:44:00 --> 00:44:03: by the city and their job is to function as  
00:44:04 --> 00:44:09: catalysts, let's put it this way, between landlords, tenants,  
local  
00:44:09 --> 00:44:13: communities and public administration.  
00:44:14 --> 00:44:18: So they will organize and steer all communication processes  
needed.  
00:44:18 --> 00:44:21: They will do planning as well because they were created  
00:44:21 --> 00:44:24: to steer the renovation, as I mentioned before, of the  
00:44:24 --> 00:44:26: historical building stock.

00:44:27 --> 00:44:31: And by working long term at the local level since

00:44:31 --> 00:44:35: the mid 90s, they have created something awesome.

00:44:35 --> 00:44:39: Because it was them who actually more or less encouraged

00:44:40 --> 00:44:44: communities to stand up to their needs at the local

00:44:44 --> 00:44:49: level, who involved them in bottom up design processes at

00:44:49 --> 00:44:53: at at the local level, and who have actually led

00:44:53 --> 00:44:59: to numerous wonderful projects of regenerating the public realm.

00:45:00 --> 00:45:01: 2 words by the way.

00:45:02 --> 00:45:09: Workability, spending time outdoors, greening, cycling.

00:45:09 --> 00:45:13: Now possibly you could measure all this, but as we

00:45:14 --> 00:45:18: know, measuring also has, let's say, I think that the

00:45:18 --> 00:45:23: downside of trying to measure all of these things is

00:45:23 --> 00:45:27: that you need to identify the right indicators.

00:45:28 --> 00:45:31: And once you have identified the right indicators, you can

00:45:31 --> 00:45:33: then possibly also start monetizing it.

00:45:34 --> 00:45:35: Thank you both of you.

00:45:35 --> 00:45:38: Maybe, yeah, maybe can I can because we only have

00:45:38 --> 00:45:40: 30 minutes left with that.

00:45:41 --> 00:45:42: I, I, I have another question.

00:45:42 --> 00:45:46: We got that because there was also other question about

00:45:46 --> 00:45:49: the measurement because I think this was absolutely the basis

00:45:49 --> 00:45:52: and the starting point for this discussion that we can't

00:45:52 --> 00:45:53: measure it.

00:45:53 --> 00:45:56: If you can't measure it, you can you can see

00:45:56 --> 00:45:59: the value uplift and then we don't wouldn't have a

00:45:59 --> 00:46:03: problem to convince all the stakeholders to do the decarbonisation

00:46:03 --> 00:46:04: investment case.

00:46:04 --> 00:46:07: That's why we starting the project I would say more

00:46:07 --> 00:46:08: or less.

00:46:08 --> 00:46:12: So maybe it let's go more deeply on that.

00:46:12 --> 00:46:16: So Harris, because I know you will have to leave

00:46:16 --> 00:46:21: soon, maybe you can give some hints how you how

00:46:21 --> 00:46:25: you build this design phase for also to helping the

00:46:25 --> 00:46:30: community teams and as Maria said and to build also

00:46:30 --> 00:46:34: the buy in of all stakeholders to then do this

00:46:34 --> 00:46:36: investment together.

00:46:36 --> 00:46:40: Maybe give some hints, especially you talk, we talked about

00:46:40 --> 00:46:45: workability, the spatial connectivity, the and also the block density

00:46:45 --> 00:46:47: because we want to get back.

00:46:48 --> 00:46:48: On that.

00:46:49 --> 00:46:50: Thank you for the questions, Sabina.

00:46:50 --> 00:46:55: I think that's very difficult to measure qualitative and social aspects.

00:46:55 --> 00:46:55: aspects.

00:46:55 --> 00:47:00: So there's attempts to to to measure citizen satisfaction, etcetera,

00:47:00 --> 00:47:04: but they're quite of course difficult to, to quantify in

00:47:04 --> 00:47:04: the end.

00:47:04 --> 00:47:07: And how we really, really back to your question, try

00:47:07 --> 00:47:09: to do it in diving into the neighborhoods.

00:47:09 --> 00:47:12: And of course we have to deal with an analysis

00:47:12 --> 00:47:16: of the spatial aspects of socio economic, go there and

00:47:16 --> 00:47:19: do field research, talk to the people and then show

00:47:19 --> 00:47:22: and and reveal that we are honest with dealing with

00:47:22 --> 00:47:23: the neighborhood.

00:47:23 --> 00:47:26: We're not just some expert team who just lands as

00:47:26 --> 00:47:28: parachuters and proposes something that goes away.

00:47:29 --> 00:47:31: So it needs a lot of legitimacy that can only

00:47:31 --> 00:47:33: be created to, to, to, to the establishing trust.

00:47:34 --> 00:47:36: And in this by by showing that we did a

00:47:36 --> 00:47:39: deep analysis and research and created a profound understanding of

00:47:39 --> 00:47:40: the neighborhood.

00:47:40 --> 00:47:44: This creates trust and in this sense, but to to

00:47:44 --> 00:47:48: turn this into, into a more proactive aspect of Co

00:47:48 --> 00:47:49: creation.

00:47:49 --> 00:47:52: So very often we have these processes where people come

00:47:52 --> 00:47:56: complain or, or they, they, they, they, they deposit their

00:47:56 --> 00:47:59: fears and frustrations and go away and, and accept others

00:47:59 --> 00:48:02: to solve it in the Co creation process.

00:48:02 --> 00:48:04: This is where we it's not to take away the

00:48:04 --> 00:48:06: responsibility from the public sector.

00:48:06 --> 00:48:09: It's about to create this quadruple Helix context.

00:48:09 --> 00:48:12: And in this sense, we then need to translate what

00:48:12 --> 00:48:17: we hear in these intensive workshops that now increasingly called

00:48:17 --> 00:48:21: city action labs, and then extract and and distill and

00:48:21 --> 00:48:25: filter out what we hear there and then translate that

00:48:25 --> 00:48:28: into spatial and into technical solutions.

00:48:28 --> 00:48:31: And in this sense, it really needs a a sort

00:48:31 --> 00:48:36: of a curatorship process rather than this visionary design idea.

00:48:36 --> 00:48:39: We need strong involvement if they are there in best

00:48:39 --> 00:48:42: case, this neighborhood teams and hubs that Maria mentioned, who

00:48:42 --> 00:48:44: are the translators very often and who stay on the

00:48:45 --> 00:48:45: ground.

00:48:45 --> 00:48:48: But in this sense, us as as, as, as designers

00:48:48 --> 00:48:52: and in my as a generation also, we believe more

00:48:52 --> 00:48:55: in, in creating processes rather than coming with this big

00:48:55 --> 00:48:59: idea and design from, from the from the helicopter.

00:48:59 --> 00:49:02: And in this sense, it's a long term process, but

00:49:02 --> 00:49:05: this is one that creates more sustainable and acceptable solutions.

00:49:05 --> 00:49:08: And again, it's not just to romanticize about, it's also

00:49:08 --> 00:49:11: that reduced costs and reduced risk in the end of

00:49:11 --> 00:49:14: the day of large scale investment that very often fail

00:49:14 --> 00:49:17: because of the stakeholder misalignment.

00:49:18 --> 00:49:18: Thank you.

00:49:18 --> 00:49:20: So I think this is one of the things I've

00:49:20 --> 00:49:23: learned in the panel just because I was not at

00:49:23 --> 00:49:24: all the expert.

00:49:24 --> 00:49:27: I was only the facilitator with all of you together.

00:49:27 --> 00:49:29: So I've learned that this is one of the most

00:49:29 --> 00:49:32: important thing that's not one fits all, that's going really

00:49:32 --> 00:49:34: deeply into the community.

00:49:34 --> 00:49:35: Learn what's needed.

00:49:35 --> 00:49:39: And then maybe the call to action is to get

00:49:39 --> 00:49:43: at most out of that to get the the ideas

00:49:43 --> 00:49:49: to get the highest benefit in all of environmental, social

00:49:49 --> 00:49:50: and economy value.

00:49:51 --> 00:49:55: And maybe goes now back to Vicky, because you showed

00:49:55 --> 00:49:59: case also in your case how you could run that.

00:49:59 --> 00:50:04: And especially maybe the thing we also talked to improve

00:50:04 --> 00:50:08: the business case could be also the idea of to

00:50:08 --> 00:50:12: scale, to scale as fast as you can to scale

00:50:12 --> 00:50:13: the solutions.

00:50:13 --> 00:50:17: Maybe you can talk a little bit about that and

00:50:17 --> 00:50:21: how to what are the maybe the main challenges there

00:50:21 --> 00:50:25: If you want to scale be also discussed about the

00:50:25 --> 00:50:29: small houses and that this may be an opportunity.

00:50:30 --> 00:50:30: To do something.

00:50:30 --> 00:50:33: I mean, it was, it was interesting looking at that

00:50:33 --> 00:50:36: context of book over hoof and Germany where it was

00:50:36 --> 00:50:40: this very large estate with the small houses across the

00:50:40 --> 00:50:42: road and those opportunities for connection.

00:50:43 --> 00:50:45: And what what would that look like if we extended

00:50:45 --> 00:50:49: those district heating networks across the road so that everyone

00:50:49 --> 00:50:52: can benefit from having those larger players acting in the

00:50:52 --> 00:50:56: neighborhood and you're not only building a thriving community within

00:50:56 --> 00:50:59: your own Red Line boundary, but you're extending it beyond.

00:51:00 --> 00:51:01: So I think that's a really interesting point.

00:51:01 --> 00:51:04: We need to consider what that means for all of

00:51:05 --> 00:51:08: the the smaller players and how they can interact.

00:51:09 --> 00:51:11: I think we understand that at a personal level, that

00:51:11 --> 00:51:13: we understand what it means to be good neighbors.

00:51:14 --> 00:51:16: So what does that look like when we're thinking about

00:51:16 --> 00:51:17: it in terms of development?

00:51:17 --> 00:51:21: How are we being neighborly to the surrounding areas and

00:51:21 --> 00:51:24: how can we bring them along on that journey to

00:51:24 --> 00:51:28: reinvigorate or reimagine or regenerate that place?

00:51:29 --> 00:51:33: So I think the there's some interesting points about not

00:51:33 --> 00:51:37: only thinking about that in the heat network view, but

00:51:37 --> 00:51:41: also in sharing resources and services, how we think about

00:51:41 --> 00:51:45: those ground floor activation and bring people into the space

00:51:45 --> 00:51:49: so that we're creating safe shared spaces for everyone to

00:51:49 --> 00:51:50: use.

00:51:50 --> 00:51:53: So I think it functions at both the kind of

00:51:53 --> 00:51:57: sustainable level of delivering renewable energy, but also at the

00:51:57 --> 00:52:01: resident level, making sure that we're building those community connections,

00:52:01 --> 00:52:04: that it will be a thriving place for everyone.

00:52:06 --> 00:52:06: Thank you.

00:52:06 --> 00:52:12: If I maybe we could emphasize what what we told

00:52:12 --> 00:52:14: all the stakeholders.

00:52:15 --> 00:52:18: I like the idea and the image very much to

00:52:18 --> 00:52:19: say think across the street.

00:52:19 --> 00:52:22: I think this is already if you think in this

00:52:22 --> 00:52:25: way, mate, you're already unlocking a lot of social value.

00:52:25 --> 00:52:29: I would say so this is already the the last

00:52:29 --> 00:52:33: question all, all of you, please give a really short

00:52:33 --> 00:52:34: answer.

00:52:34 --> 00:52:38: I also want to touch the last question about give

00:52:39 --> 00:52:44: a push on again working that all stakeholders working may

00:52:44 --> 00:52:45: be Better Together.

00:52:46 --> 00:52:46: Is that for you?

00:52:46 --> 00:52:51: The question is we talked also how that we have

00:52:52 --> 00:52:59: maybe benefits allocated to stakeholders who are not paying yet.

00:53:00 --> 00:53:03: How are you think how we can get them paying

00:53:03 --> 00:53:07: on how you maybe could get an idea to capture

00:53:07 --> 00:53:10: that value and to deploy that to them and maybe

00:53:10 --> 00:53:13: get the business case fine but.

00:53:15 --> 00:53:20: I think collaboration and trust are are key and I

00:53:20 --> 00:53:25: think sort of taking, taking that perspective and and bring

00:53:25 --> 00:53:30: it more broadly and not just short term now, but

00:53:30 --> 00:53:32: also long term later.

00:53:32 --> 00:53:37: I think it's really important and yeah, we talk a

00:53:37 --> 00:53:44: lot about measurement before as well, and sort of almost

00:53:44 --> 00:53:51: the measurement justifying the action and the the the investment,

00:53:51 --> 00:53:53: if you will.

00:53:53 --> 00:53:55: I wanted to comment on that because I think it's

00:53:55 --> 00:53:56: relevant here too.

00:53:57 --> 00:53:58: And Maria also touched on it.

00:53:58 --> 00:54:03: I think common sense is really important here and I

00:54:03 --> 00:54:06: use that a lot in other examples too.

00:54:07 --> 00:54:10: I'm, I'm Dutch, I'm from the Netherlands and sort of,

00:54:10 --> 00:54:14: I think what Philips originally did in Eindhoven many decades

00:54:14 --> 00:54:17: ago, I think it's still very interesting, but it's smart.

00:54:17 --> 00:54:21: Started as a small lighting company, but I don't know

00:54:21 --> 00:54:25: how or why, but they also invested in schools, they

00:54:25 --> 00:54:30: invested in housing for their workers, they invested in healthcare,

00:54:30 --> 00:54:32: even a football stadium.

00:54:33 --> 00:54:36: And we've seen that in many other cities too.

00:54:36 --> 00:54:39: And I don't think they had a spreadsheet sort of

00:54:39 --> 00:54:42: to figure out what the financial benefit of that would

00:54:42 --> 00:54:45: be before they started investing in all of that.

00:54:46 --> 00:54:49: And I think it's, it's that view, it's, it's exactly

00:54:49 --> 00:54:50: what Maria said before.

00:54:50 --> 00:54:55: It's, it's having the, the trust and the conviction that

00:54:55 --> 00:55:01: if you invest in these software elements, actually, it ultimately

00:55:01 --> 00:55:02: will do good.

00:55:02 --> 00:55:06: But either for the community or the city or the

00:55:06 --> 00:55:10: people and therefore for financial returns as well.

00:55:11 --> 00:55:14: And I think that's sort of, and that's why we

00:55:14 --> 00:55:20: need to bring the different stakeholders that might not

necessarily  
00:55:20 --> 00:55:23: own assets there, but have a wider role to play.  
00:55:24 --> 00:55:28: I think we need to all bring them into the  
00:55:28 --> 00:55:33: conversation, but then to allow sort of people to also  
00:55:33 --> 00:55:34: play a role.  
00:55:35 --> 00:55:38: And in some cases, like for example, the core 1st  
00:55:38 --> 00:55:42: and I'm example that I showed sometimes it's also for  
00:55:42 --> 00:55:46: public sector to let the private sector take initiatives.  
00:55:47 --> 00:55:53: And by just providing flexibility if for example, repurposing or  
00:55:53 --> 00:56:00: sometimes densifying, speeding up planning processes,  
that's already huge benefit  
00:56:00 --> 00:56:02: because time is a cost to.  
00:56:03 --> 00:56:08: So it's paying doesn't necessarily mean monetary payment.  
00:56:08 --> 00:56:11: Contributions can be in many different ways.  
00:56:11 --> 00:56:15: And I think that's really important that for the public  
00:56:15 --> 00:56:19: sector, it doesn't always mean that a subsidy is a  
00:56:19 --> 00:56:19: payment.  
00:56:20 --> 00:56:25: A subsidy can also be facilitating, bringing parties together,  
speeding  
00:56:25 --> 00:56:28: up processes, being more flexible.  
00:56:28 --> 00:56:30: I think that's really important to realise too.  
00:56:31 --> 00:56:33: I I realise I take too much time.  
00:56:33 --> 00:56:34: Sorry for that.  
00:56:35 --> 00:56:37: But you touched a really, really good point.  
00:56:37 --> 00:56:40: It's also the the role of the public sector.  
00:56:40 --> 00:56:44: And maybe, Maria, as you were the vice or deputy  
00:56:44 --> 00:56:47: mayor of Vienna, you have a lot of knowledge about  
00:56:47 --> 00:56:51: the public sector and what the public, how the public  
00:56:51 --> 00:56:53: sector could lead this way.  
00:56:54 --> 00:56:57: And as we learned in this panel, the idea of  
00:56:58 --> 00:57:01: the nice could be really, really good idea.  
00:57:01 --> 00:57:05: Maybe you could think how the European commissioner of  
ours  
00:57:05 --> 00:57:08: maybe could spend some money on that and maybe you  
00:57:08 --> 00:57:11: could give an idea how how you did it in  
00:57:11 --> 00:57:12: Vienna.  
00:57:12 --> 00:57:16: And as you talk also talked about this idea with  
00:57:16 --> 00:57:20: our cities already, could that be the one idea that  
00:57:20 --> 00:57:24: we could take this idea to other cities as well  
00:57:24 --> 00:57:28: and also maybe on the level of the European Commission  
00:57:29 --> 00:57:29: and EU?  
00:57:30 --> 00:57:35: Very, very briefly, Sabrina, I think that what what the  
00:57:35 --> 00:57:39: lesson to share from Vienna is that all of these

00:57:39 --> 00:57:43: visions need steering and they need teams.

00:57:43 --> 00:57:46: They need skilled, dedicated teams that will be responsible to

00:57:46 --> 00:57:47: steer that.

00:57:47 --> 00:57:50: They just don't happen just by themselves.

00:57:51 --> 00:57:53: And This is why we always need to focus on

00:57:54 --> 00:57:58: governance and institution building, which I personally believe is most

00:57:58 --> 00:58:01: probably one of the basic tasks of getting big things

00:58:02 --> 00:58:02: done.

00:58:03 --> 00:58:06: Now in in this case, I think it also means

00:58:06 --> 00:58:11: that the public hand needs to take the leading role

00:58:11 --> 00:58:15: and the steering role because you will have many actors

00:58:15 --> 00:58:20: that will be interested, that will be benefiting, that need

00:58:20 --> 00:58:23: to do to, to, to, to engage in change.

00:58:24 --> 00:58:28: Think of the taxonomy, think of corporate social responsibility.

00:58:28 --> 00:58:32: Think of all of the hundreds of aspects that will

00:58:32 --> 00:58:36: actually more or less mean that that big players need

00:58:36 --> 00:58:38: to move forward.

00:58:38 --> 00:58:41: And that you have all of these small players, like

00:58:41 --> 00:58:44: small homeowners who would actually also like to retrofit their

00:58:44 --> 00:58:46: homes and have lower energy bills.

00:58:46 --> 00:58:48: But who steers that?

00:58:48 --> 00:58:49: Who organizes that?

00:58:49 --> 00:58:53: So realizing that leading today for the public hand and

00:58:53 --> 00:58:58: especially for city administrations is more steering is I think

00:58:58 --> 00:59:01: the take away from Berlin and from Vienna.

00:59:02 --> 00:59:06: And one last thing, because we've been talking a lot

00:59:06 --> 00:59:11: about measuring, I think that carbon budgeting, we can call

00:59:11 --> 00:59:16: it climate budgeting, if you will, which means looking into

00:59:16 --> 00:59:20: all measures that we're deciding to take as a city

00:59:20 --> 00:59:25: administration and what they mean in terms of saving carbon,

00:59:25 --> 00:59:26: right, or producing.

00:59:26 --> 00:59:31: Emitting carbon is also a very valid way to monetize

00:59:31 --> 00:59:35: Co benefits because there are formulas if you start by

00:59:35 --> 00:59:41: looking into saving emissions or producing emissions to also,

00:59:41 --> 00:59:44: as

00:59:41 --> 00:59:44: I said, actually Co calculate for benefits.

00:59:45 --> 00:59:48: And this may be also a way of going about

00:59:48 --> 00:59:48: it.

00:59:48 --> 00:59:52: But I agree with Lisette and I always make a

00:59:52 --> 00:59:57: strong point to realizing that, yes, measuring is good and  
00:59:57 --> 01:00:02: is needed, but we're in the beginning of these processes.  
01:00:02 --> 01:00:05: We need to think about how to measure now at  
01:00:05 --> 01:00:07: the local level so that we can then have the  
01:00:07 --> 01:00:10: figures that we need in 10 years from now.  
01:00:11 --> 01:00:11: But.  
01:00:12 --> 01:00:12: We did, Maria.  
01:00:12 --> 01:00:14: I don't want to interrupt.  
01:00:14 --> 01:00:16: You know, we have to come to an end.  
01:00:17 --> 01:00:19: Thank you, I've made all the points I wanted.  
01:00:20 --> 01:00:21: I know, I know, I know your points.  
01:00:21 --> 01:00:25: That's why I know now I can interrupt because I  
01:00:25 --> 01:00:29: also want to ask a really, really last question.  
01:00:29 --> 01:00:32: And then we have really to come in and to  
01:00:32 --> 01:00:36: Vicki, because I, we understood that there's a lot of  
01:00:36 --> 01:00:40: investment questions, a lot of questions about governance  
and so  
01:00:40 --> 01:00:40: on.  
01:00:40 --> 01:00:45: But what kind of what kind of role the architects  
01:00:45 --> 01:00:46: could play here?  
01:00:46 --> 01:00:50: Maybe give some ideas also, especially on the on the  
01:00:50 --> 01:00:51: teams, Maria said.  
01:00:51 --> 01:00:56: I think architects and other good consultants could play a  
01:00:56 --> 01:01:00: really important we're here and we already have to close.  
01:01:01 --> 01:01:01: Yes.  
01:01:01 --> 01:01:06: So last closing remarks, I think Maria's point on collaboration  
01:01:06 --> 01:01:07: is entirely valid.  
01:01:08 --> 01:01:11: I think both Lisette and Maria made that point that  
01:01:11 --> 01:01:14: that's where we design teams thrive when we're really  
working  
01:01:14 --> 01:01:15: in collaboration.  
01:01:15 --> 01:01:19: And for me, I think also picking up on that  
01:01:19 --> 01:01:22: point of the carbon or the climate budget that for  
01:01:22 --> 01:01:26: us, we work best when we're able to define the  
01:01:26 --> 01:01:30: brief with the client and considering not only those financial  
01:01:30 --> 01:01:35: impacts, but also what that means for the wider planetary  
01:01:35 --> 01:01:35: impacts.  
01:01:36 --> 01:01:38: So when the architects able to come in and work  
01:01:38 --> 01:01:42: alongside the client, considering those neighborhood benefits  
and actually define  
01:01:42 --> 01:01:43: those into the brief.  
01:01:44 --> 01:01:46: So that even if we're not exactly sure how we're  
01:01:46 --> 01:01:49: measuring the social value, social impact, we've actually got

the  
01:01:49 --> 01:01:50: targets in the brief at the outset.  
01:01:51 --> 01:01:53: So that as we go through value engineering process, we've  
01:01:53 --> 01:01:56: got those clear guiding lights that inform those decisions.  
01:01:56 --> 01:01:59: I think that's one of the things that we can  
01:01:59 --> 01:02:01: really all set so that we've got those KPIs that  
01:02:01 --> 01:02:03: we're all working to on all of our future projects.  
01:02:05 --> 01:02:07: Thank you so much for that.  
01:02:07 --> 01:02:10: And there's one call to action because we had one  
01:02:10 --> 01:02:15: question from the audience and showcasing that there's one  
really  
01:02:15 --> 01:02:19: good example in Glasgow, if I understand it, hopefully  
correctly.  
01:02:19 --> 01:02:23: Catherine, you reached out to that and I we will  
01:02:23 --> 01:02:28: if you're interested to be part of the discussion that  
01:02:28 --> 01:02:31: this is in this case comes from AUK based I  
01:02:31 --> 01:02:34: would say not prop tech.  
01:02:34 --> 01:02:36: This is not nice, this what what what you're doing,  
01:02:36 --> 01:02:38: but you do a similar work in Glasgow.  
01:02:38 --> 01:02:42: And if somebody else is interested in joining and I  
01:02:42 --> 01:02:45: think we will have this cash with fuel afterwards, how  
01:02:45 --> 01:02:48: we maybe could share the lessons what you have.  
01:02:48 --> 01:02:52: But if somebody from this audience communities happy to  
involve  
01:02:52 --> 01:02:56: that because we all understood we all have to play  
01:02:56 --> 01:02:56: a role here.  
01:02:57 --> 01:03:01: Happy to reach out to us and we will met  
01:03:01 --> 01:03:02: you with Katherine.  
01:03:03 --> 01:03:05: So and then thank you a lot for all your  
01:03:05 --> 01:03:08: work, especially also from my point of view as a  
01:03:08 --> 01:03:11: Berliner for all your work you've done for Berlin.  
01:03:11 --> 01:03:14: First of all, thank you for this discussion.  
01:03:15 --> 01:03:18: Thank you for all of you was with us today.  
01:03:18 --> 01:03:22: Hopefully you learned something and then there will be a  
01:03:22 --> 01:03:24: little as survey afterwards.  
01:03:24 --> 01:03:29: The whole session will be of course was recorded and  
01:03:29 --> 01:03:34: we will have have the report available on Knowledge Finder  
01:03:34 --> 01:03:39: for for your friends and hopefully you enjoyed the session  
01:03:40 --> 01:03:43: as well as I do and have a nice afternoon.  
01:03:44 --> 01:03:44: Thank you.  
01:03:47 --> 01:03:48: Thank you so much for hosting us.

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