



Episode 61: Building Resilience

A discussion of what it takes to build climate resilience, with a dynamic panel of climate leaders:

- Shelley Poticha, Chief Climate Strategist, Natural Resources Defense Council;
- Jane Gilbert, Chief Heat Officer, Miami-Dade County;
- Elizabeth Wheaton, Chief Sustainability and Resilience Officer, Community Infrastructure Partners;
- Laurian Farrell, Regional Director, North America, Resilient Cities Network.

It is a recording of a discussion during the opening plenary at the 2022 Rail~Volution conference in Miami.

<https://www.mpactmobility.org/podcasts/building-resilience/>

Tamar Shapiro: So we're, we are ready for our panel and I'm just going to introduce our fearless moderator who will then introduce the rest of the panel. Shelly Potitcha is chief climate strategist for NRDC. Previously launched the Office of Sustainable Housing in communities at HUD and served as the executive director of the Congress for the new urbanism. But perhaps, again, most personally important to us, Shelly is also a long time member of the board of directors of Rail~Volution and we are really, really pleased to have her with us today for this fabulous panel on building resilience in Miami and beyond.

Shelley Potitcha: My pleasure. Good morning everybody. It is so awesome to see like, like this room is full. Yes. Great. Like we're, we're maybe able to get back into in-person work. It's so it's so great to see all of you and, and I've been really looking forward to being here in south Florida talking about the issues that really we as a community need to really start talking about in a deep way. What I love about Revolution is the, as the mayor said, the intersectionality that like building livable, equitable, inclusive communities.

And we've spent years talking about how can we really bring communities together with transit. How can we create mobility options in our communities that work for people that reduce the cost of living, that help us really create inclusive communities. And this is really a moment when we need to layer in the issues of climate and climate change into our practice.

I now work for an environmental advocacy organization. We're sending a big delegation to the COP in Egypt. The data that just came out of, of the international panel on climate change is really frightening. And we all of us have an obligation, a moral obligation to make sure that we

are incorporating the response, a real response to climate change into everything that we're doing.

And so this panel is really about that practical, thoughtful, how can we really make sure that we're getting, we're achieving our goals, our goals to create livable inclusive communities with transit and make our infrastructure, make our communities resilient to climate change as well as contribute to reducing the climate pollution that's going out into our atmosphere.

So I am really super excited to have these three awesome women with me. I'm going to actually just given the time today, I'm going to ask you to look into your Railvolution app to see their full bios so that we can really kind of get right into the conversation about what we're trying to do here and, and how we can really incorporate the reality, the, the reality of climate change into our work.

So immediately to my left, Jane Gilbert recognized earlier by the mayor, Chief Heat Officer for Miami-Dade County, thank you for joining us. And next to her, Betsy Wheaton starting a new venture actually that just launched recently. She's the Chief Sustainability and Resilience Officer for a new project called Community Infrastructure Partners. Thank you. Thank you for joining us.

And Laurian Farrell. Laurian is the regional director for North America for the Resilient Cities Network. And many of you may have heard of a project called The 100 Resilient Cities. This is really an outgrowth of this, a network of folks working around the globe, really trying to make climate integrated into the way that we build our infrastructure.

So let's just start, maybe Jane, you can kind of just start us off. Each one of you just give us kind of like a quick short byline around your agency. What are you really like, what are your key goals that you're trying to do? And, and Jane, your work is it, it's a new office. So what are you trying to accomplish in the, as a Chief Heat Officer? Yeah,

Jane Gilbert: Thank you. So I, I think the first thing to talk about is really a bit about how my position even came about and how it works with the overall goals of the county that the mayor and outlined in terms of climate resilience overall. So I came to the role after serving in the city of Miami as the first chief resilience officer. The county, Miami and, and city of Miami Beach were unified in its work to develop a resilient strategy actually as part of the a hundred Resilience city network. That's how I know Laurian.

So we looked at urban resilience, the, the confluence of increasing shocks and stresses, whether it's climate change or increasing inequities, other disruptions happening that were inevitable and created a collective impact strategy that really looked at not only how do the municipalities and the county work together, but how do we work together with nonprofit community universities, private sector to achieve that resilient goal.

You know, Miami's known internationally for its risks to sea level rise and flood risk. But when a group of community organizations went out and did a series of surveys and focus groups in our most vulnerable communities asking what their top concerns were related to climate change, it was not the flood risk, it was not hurricanes, it was extreme heat as their number one concern, both to the health impacts and the economic burdens associated.

So our mayor heard that and she charged me with creating and implementing plans that would, you know, reduce those health and economic impacts through improved coordination and accelerated action in the county. We have a whole office of resilience team. There's a Chief resilience officer, there's a Chief bay officer working on water quality. There's about 18 of us we look to integrate and you know, as it relates to transit and the smart program that director Cleckley talked about. Really that transit system is a backbone solution to carbon mitigation, to sea level rise. It's all primarily along higher elevated areas and certainly to extreme heat, reducing waste heat from cars and, and how we design that system is critical to our future sustainability, resilience, equity. So, so it's a real core piece of, of how we're looking at

Shelley Potitcha: This. That's really good. Yeah. And so Betsy, you had like a big part of your career at the city of Miami Beach and did a lot of really groundbreaking work. Some of you, I hope you go, go look at what's going on in Miami Beach, but now you're, you're shifting a little bit. Tell us a little bit about what brought you to this and, and where you're going. Sure.

Betsy Wheaton: Oh, thank you. It's a pleasure to be here. So yes, I spent 14 years at the city of Miami Beach as the environment and sustainability director. In that role, I saw the importance of infrastructure being part of the solution. Community Infrastructure Partners, which is the new venture that launched just a little over a month ago, is focused on providing performance driven infrastructure with a community focus. And what that means is we have contracts with local utilities, local governments that have key metrics that are related to the delivery of infrastructure. Everything from storm water to the replacement of lead service lines. And those metrics are tied to environmental, social, and financial goals of the community. And what does that look like? What type of pollutants are removed as part of that infrastructure delivery? How many local and minority jobs are created as part of the larger program? And then of course financial, How much money can we bring in as part of the delivery of that infrastructure? 10:59

And what makes this work is we're not delivering one off projects. Rather we're creating a program of many small projects, 10 to hundreds of projects that hire local companies. We have training programs where we provide the education necessary so these small firms can continue, can continue to grow beyond just our program but into the larger community's infrastructure.

So yes, it's, you know, I think exciting to think about how we deliver infrastructure differently and as we think forward about resilience, about sustainability, it's about creating these co-benefits and really thinking about it from a programmatic approach. And I know we'll talk more about it later, but yes, again, excited to be here and I, I do think that the way we deliver and think about delivery is an important piece of that puzzle.

Shelley Poticha: That's great. And, and you know, keep that theme in mind because what we're trying to communicate here are the crosswalks between all of your interests and careers and the kind of specialties that are represented here. And Laurian, you, you're a landscape architect, you're a water resources engineer, you have worked in various city government positions and now you are part of the Resilient Cities network. Tell us a little bit about that network and what you're trying to accomplish and, and what your goals are.

Laurian Farrell (12:46): Sure. Thank Shelly and, and thank you for having me everyone. It's lovely to see so many people and to be on stage here with you guys today. I'm also very excited to be in a room with transportation specialists cause I feel that you all understand systems better than anybody else. And resilience is really about connecting all of the different systems in our lives and trying to optimize those systems, the interconnectedness of those systems and finding opportunities in the spaces where those connections happen that we haven't necessarily thought about before.

The Resilient Cities network has, has been talked about, it was formally 100 resilient cities at Rockefeller Foundation Program and most likely many of you were involved in the original days of trading resilient strategies in your cities. And we are that same network, the continuing evolution of the network and now we're focusing on implementation of those resilience actions that were identified. We are a global nonprofit network that is city-led now. So the cities tell us what they need and we adjust our activities accordingly.

And you know, I think the main value of the network is providing connections between the chief resilience officers to share knowledge and best practices. Also, I feel sometimes I'm the chief cheerleader of the CROs because this work is hard. It is really difficult to do this complex systems thinking on a grand scale when you're really talking about making people's lives better and keeping them safe. It's daunting work.

So I get to work with this amazing group of chief resilience officers and I, as you said, I'm the regional director for North America. So I get to work with 24 cities in the United States and four cities in Canada. And also starting a new role on global knowledge transformation, which is, you know, when you're a small organization, you get to pick your own titles. So I pick my title. And transformation to me was really key in that, in that title. So the goal is to how do we, we do a lot of programmatic work. We, a lot of funders come to us say, and they want access to cities.

So we are like, yes, come we'll help you. So we do a lot of programmatic work, all of this great learning comes out of these programs. All of this great learning comes out of the connections of the discussions with the chief resilience officers and the teams behind them. So how do we lift up that knowledge and share it, but not just put out papers, but do it in a way that actually affects change. So inspires people to do things differently and for everyone to be the leader that they can be with a little bit of knowledge and data behind them.

So that's what I'm into these days. But the network itself really is about, as I said, resilience. And we talk about it, it's really important to talk about the definition of resilience. It is the

ability of institutions and individuals in cities and businesses, systems to survive, adapt and thrive no matter what shock or stress you face. And that's holistic. That's holistic planning. So it is about climate, but it's also about building wealth within families and communities. It's about making sure that people are or have access to education, to good governance, everything. So climate, to me, climate action is, yes, it's about being able to withstand the future shocks and stress and the current shocks and stresses that we have, but it's also about keeping people safe. And when I think about resilience, it's climate, it's equity, it's wealth, it's all of these things together. So we'll get into some of those discussions this morning.

Shelley Poticha: Yeah, that, that's really great. And that's always been, that sort of holistic frame of mind has been the Rail~Volution way. I think that's what brought me into this space, was just seeing the interconnections between how people live their lives and what the opportunities could be if we think in a different way about the way that we build our cities.

I want to shift us a little bit, and Jane maybe you can help us here, start this conversation. When you went out and you spoke to community members about what their biggest concerns were and they said heat, the stresses of heat, were really their biggest priorities. We know that when we build infrastructure or design new programs, we can't just kind of solve for one problem. We need to kind of think holistically about that. And so help us understand how you're looking at that when you're responding to what the community says about heat and yet you hear you in this, you know, organization that's really trying to solve multiple problems with a single investment. What are some examples of that or how are you, how are you responding to that?

Jane Gilbert (18:03): Yeah, so you have to really look at where you can influence decision making at all levels. Whether it's from a funding standpoint in terms of, you know, the Biden administration has actually done a great job to direct grants in to build that intersectional thinking. You heard our mayor, you've heard our director, they're very focused on that integrated thinking, but they've only been here a short time. So we have a history of silos in our organization and, and thinking more singularly.

And so we need to do that. You heard the mayor talk about the infrastructure group to get together and think about it. We have policies, values based procurement. We have a sustainable buildings program that requires all, both vertical infrastructure and horizontal infrastructure to meet certain guidelines, lead and vision, but also some prescriptive pathways that really take some of these equity considerations and, and access for small businesses, but also, you know, sea level rise, storm risk, extreme heat.

So my role is to think across those intersection and where does heat fit into that and how do we not only get the co-benefit but reduce negative impacts at the same time for others. So, you know, we can't just give everybody an AC and solve the problem, right? Because then that's just increasing our, our greenhouse gas emissions. So yes, in some instances we need to replace or provide efficient AC unit, but that's like part. Transit is a big piece. How we address transit, how we address housing, how we address policies and work with workers

Shelley Poticha: Walking to transit.

Jane Gilbert: So walking to transit's a huge piece. So, you know, you not only need to design the actual infrastructure to be resilient to heat, but if you want people to use your transit, when we talk, I, my big argument is vision zero should not be just about certain, you know, guarding to protect people. But if we've had people call 911 from a bus stop because they're having a speed stroke. So, so that's, we want people to use it first mile, last mile.

We have to be shaded. Carlos Cruz-Casas has been great partner. We're, we're, we have now, now temperature sensors out in 40 bus shelters, 20 shaded ones, 20 unshaded to really learn so we can change design guidelines. And in that scoping of a project is where it needs to be integrated, but it's not just about heat, it's about equity, it's about sea level rise, etc

Shelley Poticha: And, and so Betsy, it, it seems like you are building your new venture around the lessons that you learned in Miami Beach. Just tell us a, like maybe an example or two of a kind of single investment that delivered multiple benefits and helped help people thrive.

Betsy Wheaton (21:40) Sure, I think my favorite example is Miami Beach's beach walk system. Have any of you been able to get out to the beach, see the beach walk, couple hands, few hands, alright, make that happen people, So beginning at the end of the nineties, early two thousands, the beach walk project began and over 20 years segments of that project were constructed and it now spans the entire length of Miami Beach that seven miles.

But what makes this project so exciting and I think an example of how infrastructure can deliver these multiple benefits. It's not just an alternative pedestrian pathway. Through that project we were able to restore the dunes system, which serves as the first line of defense for storm surge and hurricanes. During Hurricane Irma, we had a lot of flooding, high water storm surge on that ocean front. And we were able to see firsthand how the dunes system was able to capture that, that sand and keep it within the system so that then impacts to the private property were much reduced. So this is an example where a transportation project can think beyond just what it needs to deliver and say, okay, what other systems are located in this location and how can we fortify them? And really, you know, I think something that was unique with Miami Beach and I think now is becoming more of the norm with just how much the different departments work together.

I see Jociel (sp?) here, Jo used to be part of head of our transportation department at the city and we worked hand in hand on many, many projects. And I think the approach that we used was creating these interdepartmental teams and it was starting at the budget. So during the budget process, we would get in a room, close the door, go through each project to understand from an environmental standpoint, how could we strengthen them from a transportation standpoint, how could those be strengthened from a housing standpoint? How can we improve an environmental project?

So really looking at projects from, with multiple hats, bringing the people in the room, not just assuming that, oh I know about transportation because I talked about it. No, I want to hear from the expert. So the budget process, then we would meet monthly as projects were in design as projects, were in construction, so that we could make day to day changes. And again, this, it might feel like, oh this is just common sense, but it's not, a lot of times this does not happen.

And so I encourage all of you to bring, you know, the professionals into the room, into the discussion, even if you think they have nothing to do with the project, particularly with environmental and resiliency issues. A lot of times the people with that resilience hat, with that environmental sustainability hat are able to make connections and see things and provide valuable insight to make that project a stronger project.

Shelley Poticha: Yeah, that's great. So, so Laurian, the resilience city cities network, you know, is driven in part by what the members are asking. How does this come up in their questions? Are you talking about the challenges of, you know, bringing the silos together?

Laurian Farrell: That's all we talk about?

Shelley Poticha: That's all you talk about. Okay, good. So, so tell us, tell us about that and, and actually maybe just to challenge a little bit, you know, what about the transportation department or the planning department? Are they getting with the program in other cities or is this a area of growth?

Laurian Farrell: Well, I'm an optimist, so I'm going take this, this approach from an optimistic response. Yes, people get it, people get it, Everybody knows you need to find co-benefits and breakdown silos. That's not a radical concept, right? It's just really, really hard to do. And so that's why chief resilience officers are in place is to try to, you know, someone has that, that purview to try and bring people together and break down silos. I'll give you an example from my own experience.

So I'm a, I'm a water resources engineer as we said. And when I was working at a city in Brampton, which is just north of Toronto where I'm from, I was working on a major flood protection, flood mitigation project and I just couldn't coordinate with our transportation department who was also working on a major road reconstruction that crossed my river and a new bus rapid transit. And, and it wasn't for lack of trying and it wasn't for them, their lack of wanting to either, they tried with me as well, we just couldn't get our public meetings coordinated, you know. We kept saying like, if we could just have our public meetings together, it would be so much better and people would understand better what we're doing. Timelines, pressures to deliver against a certain provincial mandate or budget factors all come into play in these discussions.

And, and it's really hard. It's just really, really hard to do this coordination work even when you have the will and the desire to do it. And so I, I've been reading a lot about leadership lately, so

forgive me if I go off on a track, but I really think that our problems are not technical problems. You all have so many ideas. Like for every idea that you have, there's, you know, you have, you have a solution to a challenge that's been pressing. How do we get those ideas to come to life in, in a way that speaks to the budget and the procurement and all the other things that are happening in cities.

And we never did get together in our transportation and flood mitigation projects in Brampton. We just, we just never did. One went ahead, the other had to follow. And, and that's the nature of the game these days. So how do we switch that up? And leadership, I think is the, is the key and not leadership from the top, but leadership by each of us, each of us taking our own agency to, to try to change the way things are happening. Now to have some adaptive leadership, adaptive change is really hard because people don't want to feel that they're losing anything or take that personal risk of putting yourself out there.

You know, you could be marginalized, you might get taken off a project, you, you might get attacked and these are really hard like true things to face in our daily practice. But there are things that we must face. We must figure out how to do it maybe a little bit more incrementally then so you're not pushed out all together. Cuz the goal is to stay at the table and contribute. But we all have to take some of that personal goal on to push the envelope a little bit further and to try to have those difficult conversations and to try to slow down the process, and we have to do it at all levels.

So we need people doing policy advocacy so that the policies change. So we at the table, you know at our desks are not pushed to fit into these really difficult timelines. But I, I think that, I think that's, that's the challenge. It's really the collaboration. We have the ideas, we have the great people working in cities, they're here, right? Yeah. And so how do we, how do we get together?

Shelley Poticha: Thank you for raising that issue of leadership, because I think we all have to be leaders in our roles, and I think I'm really happy that we're here in this region, which has been working on these issues incrementally for, for a number of years with some really great successes. And yet, like it's complicated. Like you've got different funding streams that maybe have to go together. And different legal requirements.

Jane, how do you do that? Like, Betsy talked a little bit about like getting in the room and just going through the budget and going through all of that, but are there similar issues at the county level? Just how do you practically get this idea of resiliency and, and adaptation embedded into the infrastructure and the plans?

Jane Gilbert (30:28): So, you know, it really does have to happen at all levels, as Laurian said. Because, because you could come up with a beautiful signature resilient design. I, this happened to me at the city of Miami, some really key signature projects. And it falls apart either at the staff level as they're going forward and trying to move it through. And, you know, they hit stumbling blocks that they have to hurdle and it becomes more difficult.

So they don't want to, so they back off on some of the more innovation. Or it goes before an elected leader and they don't get it and they knock it out. So you have to make sure you're elected leaders are educated, which we do periodically as a resilience team meet. But, but then also at the, at the implementing staff level, we started in addition to the infrastructure group that the mayor and I mentioned earlier, which does the sort of budgeting and funding sort of piece of it.

But, but we have a resilience action team that meets about monthly and we have different topics and it's like 60 people from all different departments. Implementing And, and different presentations. And it's, and it's really about at all levels of government to make sure they get those sustainable buildings program, the values-based procurement, the new policy around this. Or someone presents a case study of how things are going so that they get that leadership. When we're talking about leadership at all levels, they get that training for how to think it more integrated, how to face those challenges when they come up to keep a project moving in the right direction.

Shelley Poticha (32:26): I love the idea of kind of internal learning. Yeah. I had a whole career that was kind of transit, community development and I never really understood that when you replace a window in an existing apartment building, not only are you reducing the airflow that comes into the room, the moisture, the potential for mold to grow, creating asthma issues, but you're also sealing that building so it's using less energy. It can become lower cost to operate, but also more resilient. And so I had to learn, I had to like, take my core expertise and then kind layer on these other topics that help me see the bigger picture. And so having those venues

Jane Gilbert (33:32) Yeah. And it was really, it's been really valuable to have people at different levels share their innovation. So that they can, so, so others can see, oh, yes, I can be a leader at this level.

Shelley Poticha: It's not that daunting. I can do this.

Jane Gilbert : Our internal services department came up with this new policy to make sure all workers had access to electrolyte drinks and, but not, not in a individual plastic bottle, but used powdered with water. So thinking holistically from a, from a waste standpoint and, and whatnot. And they presented that. So it, it wasn't me presenting to the group, right. It was someone in a department deep down, they had come up with a great solution that, that was addressing things on multiple levels.

Shelley Poticha: Yeah, that's really great.

Laurian Farrell: What I really like about that is the, the time, like you have the time set aside to have those collaborative moments and it's, it's like creating the space for collaboration as opposed to having to go out and try to make a, make a connection when you have something to do, right? Yeah. It's just constantly part of the fabric of the culture of the organization.

Shelley Poticha : And it takes bravery in some cases to like come up with an idea and, and, and be vulnerable enough to like, I got this idea. I wanna, I wanna try and do something different.

Laurian, when you interact with, say, transportation folks, you guys work together all the time. What advice would you have for practitioners? Betsy, why don't you, why don't you take this one?

Laurian Farrell: Sorry. I was going to say, good question for Betsy.

Shelley Poticha: I'm looking at Betsy and I'm talking to Laurian. Betsy, what would you, what kind of advice would you give to practitioners who are maybe kind of like getting into this understanding of climate resilience, climate adaptation?

Betsy Wheaton (33:36): I think the advice is simple. Talk, talk to one another, talk to people outside of your field. Talk to people in the environmental field, in the housing, in planning. Expose yourself to other types of projects.

And, you know, we talk about public meetings. There's public meetings going on all the time. You know, have it going on in the background and, and kind of see and think. Like right now, for example, in Miami-Dade County, the US Army Corps of Engineers is doing this large back bay study. That's going to impact transportation. It would, you know, that's an example. And I'm sure all of your, wherever you're from has something similar. It's, it's this regional plan and yes, it's environmentally focused, it's thinking about storm surge, thinking about sea level rise, but there is a transportation piece there.

So I think exposing yourself to other projects happening in the region or in your city that are beyond transportation. And then again, within the organization, be that leader that empowers not only colleagues on your same level or below you, but above too. You know, talk to the elected officials, bring in to a meeting another team member that has an ancillary role so that you can approach either, you know, whatever side of your team, with more of a integrated and holistic thought process. So I think it's just kind of shifting the way that you, you do things and yeah, shaking it up a little. So that would be my advice.

Shelley Poticha: Okay. Okay. So now Laurian, like really for practitioners, particularly those that maybe don't know that much about the techniques of resiliency, what advice would you have for them?

Laurian Farrell (37:30): I think it's the same. I think it's talk, it's really talk. I mean, it's not, it's not rocket science, right? Resilience, it's just, it's just a lot of things happening at once. And so it's really about finding a community to be able to bounce your ideas off, but also to share your ideas with others.

So, because there's so many new technologies, there's so many things emerge merging in the transportation field that are really fascinating. You know, AI. And the other thing about transportation, I think that's really interesting is that it really is focused on people, which a lot of our other disciplines in, in, in cities are not.

So I was a water resources engineer for years. I never thought about people. And it was, I mean, I thought about models and maps and so even though I have a, I have a, I studied landscape architecture, I never worked in it. So I had some sense of people use, use spaces, and it was cool to create lovely spaces, but I was really a technical engineer with models and maps, right? Trying to do flood forecasting and warning.

And when I started to think about the people, that's when I started thinking about resilience and what am I doing? But I think you guys already get that because your, your work is inherently focused on people.

Maybe in the past it was more focused on cars, but that's not the day, that's not where we're at now, right? So I think it's more about you sharing your ideas with the other practitioners in cities, the emerging technologies that you're thinking about, those systems thinking that you're so good at already inherently, and how those, even within transportation, there's a number of systems that need to connect. So that, I think you've already got that. So then it's just a matter of, of taking your expertise and sharing it with the other disciplines in cities, walking across and breaking down those silos so that others can learn from you.

You can get some insights into what they're doing. And then really collectively, all of the disciplines together need to start thinking about this, the people that we're serving, what do they, what do they really need? So let's listen to the people to dictate our next set of programs and projects, while we're looking for co-benefits across departments.

Shelley Poticha: So here we are with a lot of support from your current elected leaders. Awesome. Like, that's very unusual. Gotta say thank you for making that happen. And that has been a long journey. What do you see as like the next, Jane, what, what's next for, for this county? Where do you think the next big challenge is?

Jane Gilbert (40:16): We, we got, we've got great plans, we need to make them happen. And, and, and it's, it's really, it is through continuing to change that culture internally and change how we not only collaborate and work together internally, but with our municipal, nonprofit, private sector, university partners. Got great opportunities out there. But, but it's getting these, these opportunities in motion and, and allowing it, getting some real signature projects.

Whether it's, it's, you know, the mayor talked about the, the South Bus Rapid, or maybe it was director Cleckley or, or our, our north line or our beach line. How do we, how do we get people to see and feel how those could be done in the most, not only minimizing negative impacts, but, but maximizing co benefits and making it more livable and desirable and enhancing our, I

think, I think one of the things that Transit has such a huge capacity is building our social cohesion as communities.

And, and not only use it as a place to get information out to people, but get information back. And I, I think, I think if we can focus on getting some real signature things where people can feel and see it from all levels, staff, elected, and community, then it's going to get easier and the wheels will get greased more. The, the grooves are going to be more easy to actually make it a new way of doing things.

Shelley Poticha: Well said. Thank you. Let's thank our panel. Thank you. Really inspiring. I want to invite Tamar back up to the stage.

Tamar Shapiro: I just want to join the thank you to all of you. That was fantastic. And I want to say one of the things that's great about Rail~Volution is that you do come from many different sectors and many different disciplines. Yeah. So this is a great opportunity to do just what our panelists said, which is to talk. And with that, I just want to say another big thank you to our panelists and enjoy the session starting at 10.

Thanks for joining us. To listen to more shows or find more resources related to Transit and livable communities, visit us on the web at railvolution.org. If you have feedback about this podcast or ideas for topics we should cover, let us know. Email us at podcast@railvolution.org.