



# Recovering Opportunities: Lessons Learned During the Lower Manhattan Recovery Effort

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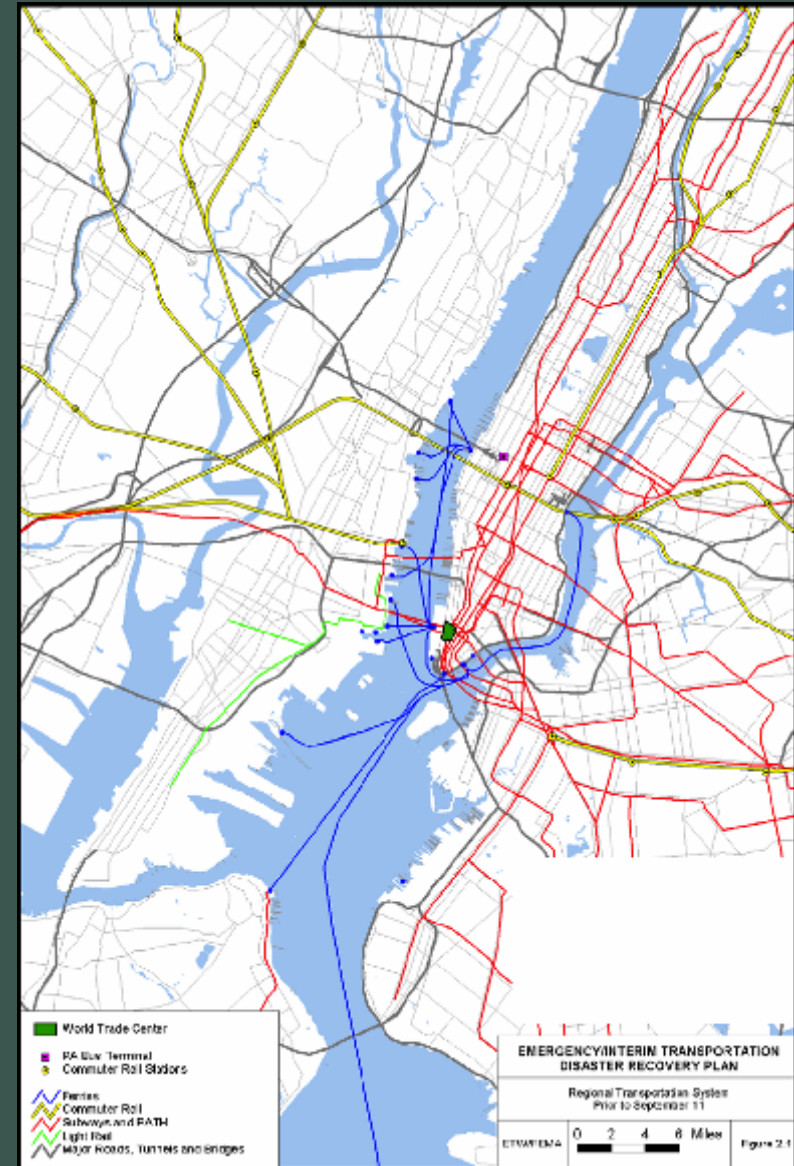
# Session Overview

- Overcoming Challenges
- Lessons Learned
  - Policy
  - Procedural
  - Technical
- Looking to the Future



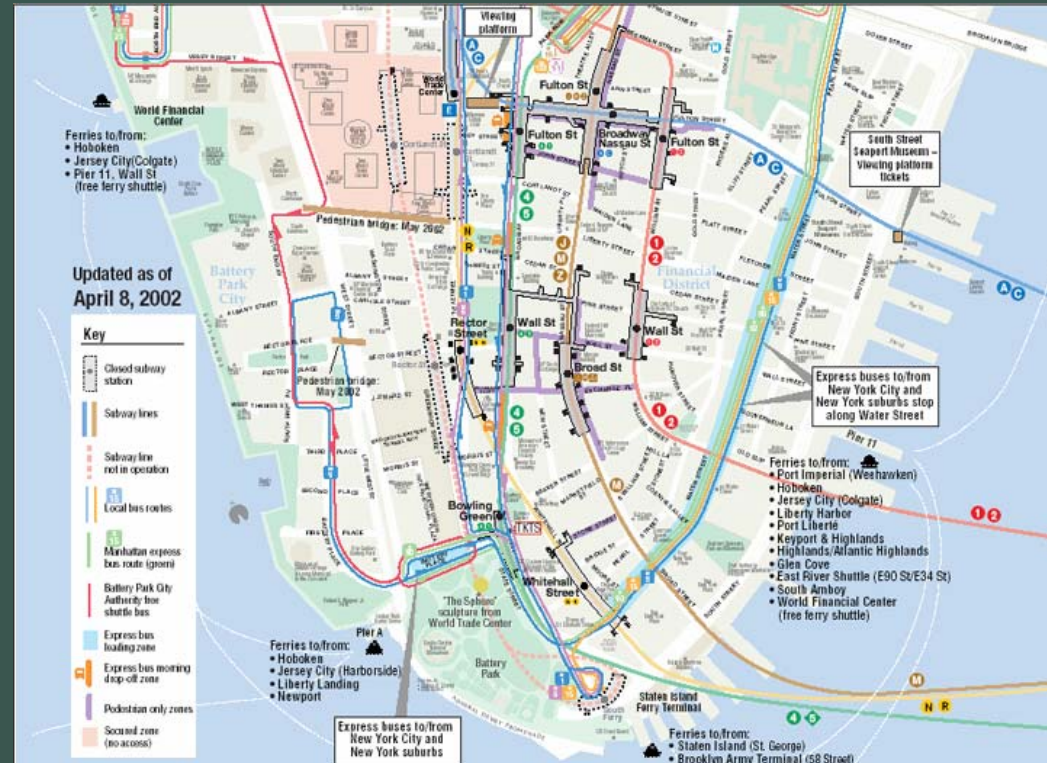
# Overcoming Challenges

- Midtown Manhattan is largest U.S. employment center, and Lower Manhattan is third largest
- **80% of commuters** to Manhattan business districts use transit
- New York region accounts for 40% of U.S. transit riders and 70% of U.S. rail riders
- MTA alone carries roughly 8 million trips per day on public transportation
  - *In 3 days, the equivalent of Amtrak's yearly ridership*
  - *In 10 weeks, the equivalent of the nations domestic airline system*



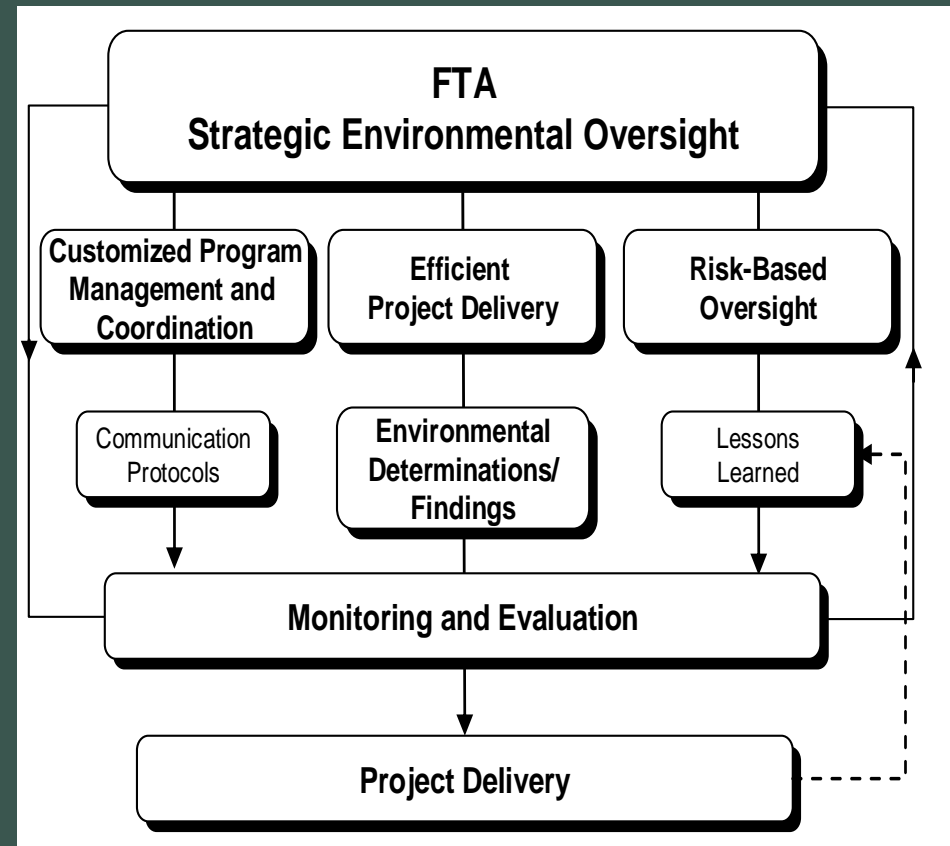
# Overcoming Challenges

- Major transit service lost
  - PATH WTC Station and NJ Tunnels
  - NYCT subway stations on the 1/9 and N/R
  
- New transit infrastructure as priority for economic revitalization of Lower Manhattan
  - Estimated 100,000 jobs displaced in changing travel patterns in Manhattan and NJ
  - Over 250,000 commuters impacted
  - 65,000 commuters to WTC each morning lost service (150,000 daily users of facility)



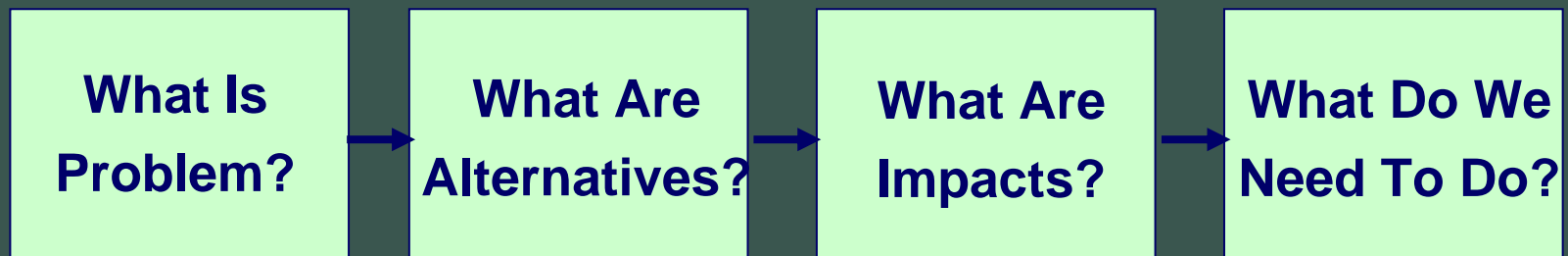
# Policy Lessons Learned

- Define appropriate agency roles early
  - Engage executive leadership
  - Convene working groups
  - Formalize commitments
- Stay committed to common sense solutions
  - Ask a lot of questions
  - Penetrate bureaucratic barriers
  - Translate project objectives to agency missions and community interests



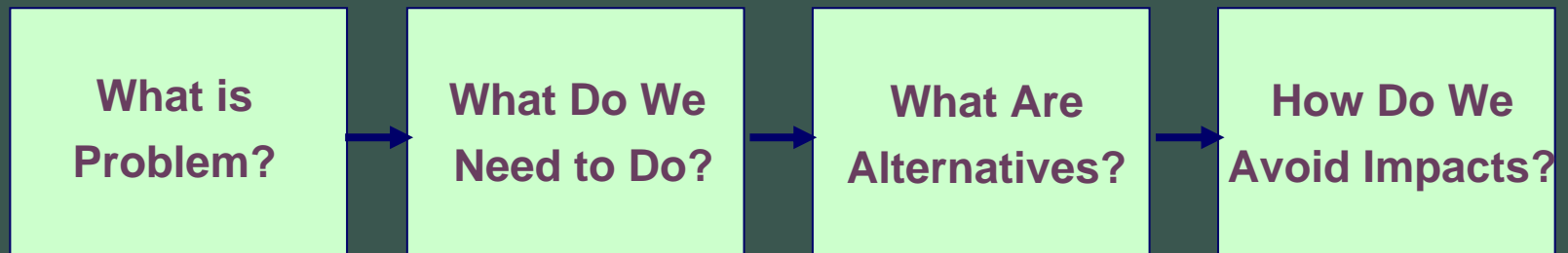
# Procedural and Technical Lessons Learned

- The “rational model” typical of transportation planning is not always the best choice
- There is no substitute for face to face interaction
- “Mitigation” meets no one’s needs



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# Procedural and Technical Innovations

## – Coordinated Cumulative Effects Analysis

- Addressed concerns of EPA while fulfilling needs of project sponsors for expedited project delivery

## – Environmental Analysis Framework

- Local project sponsor response to FTA technical assistance on cumulative effects analysis resulting in comprehensive, efficient approach to NEPA that could be transferable to other regions

## – Use of Environmental Performance Commitments

- Multi-agency agreements to incorporate environmentally friendly features to reduce adverse environmental consequences as part of actual project definition, thereby avoiding impacts

## – Expedited Project Schedules

- Achieved through interactive, on-board reviews to “do what it takes” to expedite environmental milestones and decisions



# Proactive Environmental Management

- “Streamlined Stewardship”
  - ISO 14001 Certification
  - Top-down, bottom-up leadership
  - Shared database
  - Common methodologies
  - Consistent vocabulary and message
- Performance based approach
- Incorporate diverse agency and community interests
- Address all phases of project development



## Looking to the Future

- Invest in early and extensive outreach to environmental resource agencies and the community
- Commit to environmental stewardship
  - Environmental Performance Commitments
- Engage project sponsors at all levels in the organization
  - Environmental Analysis Framework
- Formalize commitments through Memorandum of Understanding with relevant agencies
- Accelerate comment periods



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- ***Diana Mendes*** is a Senior Vice President of DMJM+HARRIS where she specializes in transportation project development.
- For the last two decades, she has worked on numerous large-scale projects throughout the country, assisting project sponsors to plan and implement environmentally responsible transportation solutions.
- She holds a Bachelors degree in Sociology from Mount Holyoke College, and a Masters degree in City and Regional Planning from the University of Pennsylvania.
- She is certified by the American Institute of Certified Planners, and is a contributing author on NEPA, Environmental Impact Assessment, and Transportation Planning in a new book by the American Planning Association and John Wiley and Sons.
- She was the WTS DC Chapter Woman of the Year for 2005