
Ginn Company
Colorado Project – Battle Mountain

Resort Guest and Employee Traffic Management Plan

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February 6, 2008

SECTION 1 PURPOSE

1.1 OVERVIEW

This Resort Guest and Employee Traffic Plan (plan) has been developed as a means of ensuring and documenting conformance of resort-generated owner/guest and employee traffic to Colorado Department of Transportation (CDOT) design criteria and State Access Code; and to the Battle Mountain Resort Traffic Impact Analysis Report (TIA) dated August 2006 and revised August 2007, developed by Leftwich Consulting Engineers. The TIA has been used as a basis for the Annexation and land use approval review by the Town of Minturn (Town). As such, it has established the expectations of the Town with respect to resort traffic.

The TIA identified resort “trip budgets” based on established programs and traffic counts at other Ginn resorts. The TIA also identified a number of anticipated traffic management strategies and methods that would be implemented as part of the Battle Mountain Project (Project). These strategies and methods are designed to limit the number of vehicle trips generated by the Project such that Highway 24 continues to operate at Level of Service (LOS) C or better (i.e., the CDOT criteria for performance of rural highways) through Project build-out without necessitating highway widening in those areas exceeding the criteria.

This plan takes a step beyond the TIA and the CDOT design criteria, identifying Town expectations, establishing a set of clearly defined objectives, metrics and measures to address both CDOT traffic operations criteria and Town expectations, and committing to a continuing traffic monitoring and management program that ensures that the objectives, metrics and measures are achieved. This plan establishes the program for monitoring resort traffic levels, assessing the effectiveness of implemented traffic management strategies, and activating any changes in traffic management strategies required to respond to changing conditions.

In order to achieve the trip budget, the TIA committed to implementation of a package of trip reduction strategies, prominent among these are Ginn-operated onsite and offsite transit services (fixed route shuttles, dial-a-ride shuttles and other demand response transit, and “carshare”/limousine service). Collectively, the trip-reduction strategies identified by the TIA will reduce resort traffic use of Highway 24 by: (1) reducing the need to travel offsite; (2) facilitating, encouraging and mandating the use of high-occupancy vehicles for trips to/from the resort; and (3) reducing the need to have private vehicles at the resort. The approach taken by the TIA recognizes that the Highway 24 corridor is physically constrained, and that the traditional approach of building more roadway capacity to respond to induced traffic is neither reasonable nor responsible.

As presented in the TIA, occupancies will grow with time and are eventually expected to reach the projected build-out level. Since the number of owners/guests occupying the resort, the mix of unit types, the amenities, and number of employees are subject to market conditions and may change over time, resort traffic will be monitored continuously and the management strategies and methods outlined in this plan will be adjusted, as needed, to respond to the changing conditions. Recognizing that local background conditions, with or without the resort, are also likely to change over the next 20 years, just as they have over the last 20 years, this plan has been designed to be both flexible and responsive. As conditions change, new methods and opportunities may also become available for meeting Town objectives and CDOT criteria for managing the movement of owners/guests and employees to and from the site. This is why Ginn,

in a departure from the approach used by most developers, has consistently embraced implementation of a continuing monitoring program, throughout the life of the Project, as the only way to assure success in meeting the objectives identified by the Town and CDOT.

1.2 PURPOSE

The purpose of this plan is to:

- Establish an agreed upon set of objectives for management of owner/guest and employee traffic;
- Institute a set of metrics and measures that will be used to determine whether the owner/guest and employee traffic is reasonably achieving the plan objectives;
- Identify certain strategies and methods that will be used to manage owner/guest and employee traffic along with an implementation program for instituting the strategies and methods;
- Provide a structure for policing owner/guest and employee traffic, keeping the Town informed about how owner/guest and employee traffic is being managed along with a process for resolving issues and concerns; and
- Establish an enforcement program to ensure that the Town has adequate enforcement capability to bring the traffic into conformance with the plan metrics and measures.

1.2.1 Town of Minturn

The Town's primary concern involves the performance of Highway 24 particularly as it affects access to Main Street from adjacent properties and intersecting streets, and the safety of motorists and pedestrians utilizing the corridor to traverse Town. Other concerns include traffic noise, speeding through town, aesthetics, and impacts to businesses.

1.2.2 Colorado Department of Transportation (CDOT)

The Colorado Department of Transportation (CDOT) has authority and responsibility for operation and maintenance of Highway 24, including a mandate to preserve the function of Highway 24 as a rural regional highway. While the State Highway Access Code (Vol. 2, CCR 601-1; March 2002) recognizes the differing functional objectives of the Town and CDOT in non-rural and rural settings using differing Access Code classifications for Highway 24 through the Town, and for Highway 24 adjacent to the project site, the primary focus is on the role of the highway in carrying regional through traffic. Within the Town of Minturn, from 3,263 feet west of Williams Street to 63 feet east of CR 113, Main Street is classified as a non-rural Arterial (Category NR-B), an access classification that has flexibility to provide necessary access to/from homes and businesses within downtown Minturn. South of Town (from 63 feet east of CR 113 to the Eagle/Lake County line), the Access Code classifies Highway 24 as a rural Regional Highway (Category R-A), an access classification that places nearly exclusive emphasis on serving through regional traffic flow, with primary concerns for safety and carrying capacity versus local access.

With respect to design criteria, the CDOT Access Code criteria calls for maintenance of minimum levels of service on State facilities, a LOS C under rural conditions and a LOS D under non-rural conditions. Under rural operating conditions such as those present adjacent to the Battle Mountain Resort site, application of two-lane and multi-lane

highway LOS C criteria stresses priority for through traffic movement. Under non-rural conditions such as those present within downtown Minturn, the Access Code provides more flexibility than for the rural section. Two-lane and multi-lane highway level of service criteria are to be used to characterize through traffic operating conditions through Town, allowing some delay and a LOS D; while two-way stop-controlled intersection level of service are to be used to characterize cross-street traffic operating characteristics, again allowing some delay and a LOS D.

Tables 2 and 3, included below, detail the level of service criteria for both highways and two-way stop-controlled intersections.

Table 1. Level of Service Criteria for Highways.

Level of Service	Description
A	Represents the best operating conditions and is considered free flow. Individual users are virtually unaffected by the presence of others in the traffic stream.
B	Represents reasonably free-flowing conditions but with some influence by others.
C	Represents a constrained constant flow below speed limits, with additional attention required by drivers to maintain safe operations. Comfort and convenience levels of the driver decline noticeably. LOS C is the CDOT's design service level (design capacity) for rural highways.
D	Represents traffic operations approaching unstable flow with high passing demand and passing capacity near zero, characterized by drivers being severely restricted in maneuverability. LOS D is the CDOT's design service level for urban highways.
E	Represents unstable flow near capacity. LOS E often changes to LOS F very quickly because of disturbances (road conditions, accidents, etc.) in traffic flow.
F	Represents the worst conditions with heavily congested flow and traffic demand exceeding capacity, characterized by stop-and-go waves, poor travel time, low comfort and convenience, and increased accident exposure.

Table 2. Level Criteria for Two Way Stop Controlled Intersections.

Level of Service	Expected Delay to Minor Street Traffic	Average Control Delay (sec/veh)
A	Little or no delay	0-10
B	Short traffic delays	>10-15
C	Average traffic delays	>15-25
D	Long traffic delays	>25-35
E	Very long traffic delays	>35-50
F	Extreme traffic delays	>50

For two-way stop controlled (TWSC) intersections, level of service is determined by the control delay for each minor movement, LOS is not defined for the intersection as a whole.

SECTION 2 OBJECTIVES

2.1 OBJECTIVES

The following objectives summarize the intent of the Town in requiring Ginn to implement a plan to monitor and manage Battle Mountain Resort traffic over the life of the project. These objectives establish the basis for managing traffic and the potential impact of owner/guest and employee traffic on the Town. These objectives, together with CDOT design criteria for regional highways, were used as the basis for establishing the plan's metrics and measures, identifying the strategies and methods for managing traffic, and for establishing the program to be implemented by Ginn. The objectives for managing owner/guest and employee traffic include:

- Minimize the congestion and delays experienced by Town residents and through traffic as a result of the addition of owner/guest and employee traffic.
- Promote pedestrian safety in efforts to accommodate the additional owner/guest and employee traffic.
- Provide clear and open lines of communication between the Town, Ginn and CDOT concerning traffic management including regular reports concerning metrics and measures, and timely communication and resolution of issues or issues directly impacting the Town and its residents, and travelers on Highway 24.

SECTION 3 METRICS AND MEASURES (PLAN BASIS)

3.1 METRICS AND MEASURES

The identified objectives generally promote the protection and enhancement of unrestricted vehicular mobility for existing and future Town residents and through traffic, and the enhancement and support for non-motorized use of the Highway 24 corridor. The following metrics and measures will be used to ensure Ginn achieves the objectives:

- Acceptable Highway 24 Performance - These first metrics and associated measures pertain to maintenance of favorable/acceptable traffic operations for through traffic flows on Highway 24. It is the requirement of CDOT that Highway 24 perform LOS C/D or better or that appropriate mitigation(s) are implemented to maintain highway operations at this threshold. **The identified resort "trip budget" represents the increments of traffic, by roadway segment, that can be added to forecast background traffic (without the development) and still maintain total Highway 24 traffic volumes at or below a LOS C threshold volume for Highway 24.** Within the Town of Minturn the maximum traffic volume that can be accommodated by Highway 24 at a LOS C is 1,070 vehicles/hour, while the maximum traffic volumes for LOS D is 1,605 vehicles/hour. The "trip budgets" developed in the TIA, expressed as forecast owner/guest and employee peak hour trips, represent achievable resort trip volumes at Project build-out with the identified trip reduction strategies in place. These "trip budgets" are conservative at less than the total available is LOS C trip margin, and will be used by this plan as a metric against which to monitor and manage the resort generated owner/guest and employee traffic. **This will ensure that incremental Project traffic does not cause Highway 24 volumes and delays to exceed**

identified threshold criteria and cause levels of service on Highway 24 to drop below a LOS C.

The Highway 24 performance measures are:

- Owner/Guest Trips - Projected traffic volumes for owners/guests of the Project are to remain at or below the estimates presented in the TIA (123 peak hour trips in winter, 105 peak hour trips in summer, and those trip budgets presented in Section 3.2 of this plan).
- Employee Trips - Projected traffic volumes for employees are to remain at or below the estimates presented in the TIA (59 peak hour trips in winter, 56 peak hour trips in summer, and those trip budgets presented in Section 3.2 of this plan).
- Minimized Entry Delay - The second metric involves the experience of cross-street and entering traffic as a result of increased through traffic volumes on Highway 24. The definition of “acceptable” traffic operations for Highway 24 must balance the need to provide access to homes and businesses within the Town against the need to preserve the overall functionality of the highway.

The minimized entry delay measure is:

- Delay - Average delays for those entering Highway 24 shall not exceed those maximum delays presented in the TIA (LOS D - 25-35 seconds/vehicle, LOS C – 15-25 seconds/vehicle).
- Employee Performance and Conformance to Operational Objectives - The third metric addresses resort employee regulatory conformance measures that can be used to effect trip performance, trip generation rates and town safety.

The employee performance measures are:

- Adherence to Plan - Employees operating a motor vehicle for resort purposes shall obey the requirements established by Ginn to help ensure the roadway performance is maintained.
- Training - Employees operating a motor vehicle for resort purposes shall be educated by Ginn on the operational objectives and undergo a training conducted by Ginn prior to operating a vehicle within the Town.
- Adherence to Law - Employees operating a motor vehicle for resort purposes shall not exceed the posted speed limit through the Town.
- Reduction of Peak Period Trips - The fourth metric addresses scheduling measures that will be used to shift traffic away from peak periods.
 - Peak Hour Operations - Deliveries through Town on Highway 24 north of the Project during peak hours (7:30 am - 9:30 am and 4:30 pm - 6:30 pm) shall not be permitted. Where rare circumstances require a peak hour delivery, Ginn shall coordinate directly with the Town staff on the need and timing for such an operation.
 - Peak Hour Operations - Employee shift changes shall occur outside the peak hours (7:30am - 9:30am and 4:30pm - 6:30pm).

3.2 TRIP BUDGET

The projections presented in the TIA will be used as a "trip budget" for the owner/guest and employee trips. Tables 3 and 4 provide the trip budget calculations for both winter and summer seasons and by project phase. These budgets are based on developed projections using existing roadway conditions and geometry.

Table 3. Calculations of Winter Trip Budget.

Roadway Segment	Exist. Conditions		LOS Metrics		Resort Development Phase Condition			
	Exist. Volume ¹	Exist. LOS ¹	Target LOS ¹	LOS C (LOS D) ¹	Background Volumes/ (Remaining Capacity) ¹	Owner/ Guest Trips ^{1,2}	Employ. Trips ^{1,2}	Total Volumes ¹
2010 Phase I Conditions								
S of I-70	691	C	C	1070 (1605)	743 (327)	19	5	767
N of Main Street	652	B	C	1070 (1605)	701 (369)	19	5	725
Center of Minturn	579	B	D	1070 (1605)	622 (448)	22	11	655
N of Cemetery Bridge	468	B	D	1070 (1605)	503 (567)	22	11	536
S of Cemetery Bridge	486	B	C	1070 (1605)	522 (548)	22	11	555
S of Maloit Park	351	B	C	920 (1360)	377 (543)	22	11	410
N of High Street	303	B	C	710 (985)	326 (384)	5	25	356
2015 Phase II Conditions								
S of I-70	691	C	C	1070 (1605)	795 (275)	60	17	872
N of Main Street	652	B	C	1070 (1605)	750 (320)	60	17	827
Center of Minturn	579	B	D	1070 (1605)	666 (404)	69	35	770
N of Cemetery Bridge	468	B	D	1070 (1605)	538 (532)	69	35	642
S of Cemetery Bridge	486	B	C	1070 (1605)	559 (511)	69	35	663
S of Maloit Park	351	B	C	920 (1360)	404 (516)	69	35	508
N of High Street	303	B	C	710 (985)	348 (362)	17	81	446
2015 Phase III Conditions								
S of I-70	691	C	C	1070 (1605)	846 (224)	95	26	967
N of Main Street	652	B	C	1070 (1605)	799 (271)	95	26	920
Center of Minturn	579	B	D	1070 (1605)	709 (361)	109	52	870
N of Cemetery Bridge	468	B	D	1070 (1605)	573 (497)	109	52	734
S of Cemetery Bridge	486	B	C	1070 (1605)	595 (475)	109	52	756
S of Maloit Park	351	B	C	920 (1360)	430 (490)	109	52	591
N of High Street	303	B	C	710 (985)	371 (339)	27	122	520
2023 Build-out Conditions								
S of I-70	691	C	C	1070 (1605)	878 (192)	108	30	1016
N of Main Street	652	B	C	1070 (1605)	828 (242)	108	30	968
Center of Minturn	579	B	D	1070 (1605)	735 (335)	123	59	917
N of Cemetery Bridge	468	B	D	1070 (1605)	594 (476)	123	59	776
S of Cemetery Bridge	486	B	C	1070 (1605)	617 (453)	123	59	799
S of Maloit Park	351	B	C	920 (1360)	446 (474)	123	59	628
N of High Street	303	B	C	710 (985)	385 (325)	31	138	554
¹ Peak hour vehicle trips								
² Trip Budget								

Table 4: Calculations of Summer Trip Budget

Roadway Segment	Exist. Conditions		LOS Metrics		Resort Development Phase Condition			
	Exist. Volume ¹	Exist. LOS ¹	Target LOS ¹	LOS C (LOS D) ¹	Background Volumes/ (Remaining Capacity) ¹	Owner/ Guest Trips ^{1,2}	Employ. Trips ^{1,2}	Total Volumes ¹
2010 Phase I Conditions								
S of I-70	691	C	C	1070 (1605)	974 (96)	16	5	995
N of Main Street	652	B	C	1070 (1605)	916 (154)	16	5	937
Center of Minturn	579	B	D	1070 (1605)	837 (233)	18	10	865
N of Cemetery Bridge	468	B	D	1070 (1605)	677 (393)	18	10	705
S of Cemetery Bridge	486	B	C	1070 (1605)	658 (412)	18	10	686
S of Maloit Park	351	B	C	920 (1360)	465 (455)	18	10	493
N of High Street	303	B	C	710 (985)	404 (336)	5	24	433
2015 Phase II Conditions								
S of I-70	691	C	C	1070 (1605)	1042 (28)	52	16	1110
N of Main Street	652	B	C	1070 (1605)	980 (90)	52	16	1048
Center of Minturn	579	B	D	1070 (1605)	896 (174)	59	32	987
N of Cemetery Bridge	468	B	D	1070 (1605)	725 (345)	59	32	816
S of Cemetery Bridge	486	B	C	1070 (1605)	704 (366)	59	32	795
S of Maloit Park	351	B	C	920 (1360)	498 (422)	59	32	589
N of High Street	303	B	C	710 (985)	432 (278)	15	76	523
2015 Phase III Conditions								
S of I-70	691	C	C	1070 (1605)	1110 (-40)	81	25	1216
N of Main Street	652	B	C	1070 (1605)	1044 (26)	81	25	1150
Center of Minturn	579	B	D	1070 (1605)	954 (116)	93	49	1096
N of Cemetery Bridge	468	B	D	1070 (1605)	772 (298)	93	49	914
S of Cemetery Bridge	486	B	C	1070 (1605)	750 (320)	93	49	892
S of Maloit Park	351	B	C	920 (1360)	530 (390)	93	49	672
N of High Street	303	B	C	710 (985)	461 (249)	23	115	599
2023 Build-out Conditions								
S of I-70	691	C	C	1070 (1605)	1151 (-81)	92	28	1271
N of Main Street	652	B	C	1070 (1605)	1082 (-12)	92	28	1202
Center of Minturn	579	B	D	1070 (1605)	989 (81)	105	56	1150
N of Cemetery Bridge	468	B	D	1070 (1605)	800 (270)	105	56	961
S of Cemetery Bridge	486	B	C	1070 (1605)	777 (293)	105	56	938
S of Maloit Park	351	B	C	920 (1360)	550 (370)	105	56	711
N of High Street	303	B	C	710 (985)	478 (407)	26	130	634
¹ Peak hour vehicle trips								
² Trip Budget								

SECTION 4 MONITORING AND REPORTING

4.1 INTRODUCTION

The monitoring and reporting system is designed to ensure compliance with the metrics and measures established in Section 3 of this plan. All monitoring will be done on a continuous basis and reported weekly or monthly depending on the availability of the data throughout the life of the Project or until otherwise determined unnecessary by the Town, or on such less frequent reporting basis as may be agreed to by the Town Council.

4.2 TRAFFIC COMMITTEE ESTABLISHED AND RESPONSIBILITIES

The Town may establish a Battle Mountain Traffic Committee to monitor and enforce the provisions of this management plan. The management plan should be self enforcing by Ginn based upon the continuous reporting of traffic information to the Town, however, the Town may decide it would like more oversight and therefore the establishment of a committee may be desirable. The membership of the committee shall be determined by the Town. It is suggested that the committee include one Town Council representative, two Town staff members, two at-large citizens, one Town of Red Cliff representative and a CDOT representative. A representative of Ginn will attend each committee meeting, as required, to provide information regarding Project-related resort traffic.

4.3 MONITORING SYSTEM

The following represent the monitoring systems that will be used to track Project resort traffic for reporting purposes.

4.3.1 Continuous Traffic Counts

Ginn will implement a monitoring system to track all Project-related trips by vehicle type. Ginn shall place permanent trip monitoring systems (i.e., Gen 2 Smart Tags or other similar technology, Induction Loops or Piezoelectric Counters) at each major entry to the Project and above and below each major entry point on Highway 24 prior to opening the resort. Ginn shall also monitor any intersections or areas of Highway 24 identified by the Town as potential problem areas. These monitoring locations will be established by the Town and may change from time to time depending on conditions. Units will be maintained by Ginn throughout the life of the Project and will be repaired by Ginn in the event of an identified failure.

24-hour counts shall be taken on a continuous basis throughout the life of the Project and reported to the Town on a weekly or monthly basis on data availability. All counts shall be averaged weekly and monthly and shall identify vehicles by type as shown below.

The following vehicles shall be separately identified for each hour of counting:

- Cars
- Buses
- Light vans
- Rigid 2-axle – 4- axles goods vehicles
- 3 or 4-axle goods vehicles (articulated or with trailer)
- 5-axle goods vehicles (articulated or with trailer)

- 6 or more axle goods vehicles (articulated or with trailer)

The definitions for the above vehicle types are given below:

- Cars: Includes cars, small pickup trucks, all light vans with windows to the rear of the driver's seat and vehicles which can accommodate not more than 9 seats. Land Rovers, Range Rovers and Jeeps are included. Cars towing trailers are counted as one vehicle.
- Buses: Includes all public service vehicles and buses other than vehicles with less than 10 seats.
- Light vans: Includes all goods vehicles up to 7,700 lbs gross vehicle weight. This includes all car delivery vans and those of the next larger carrying capacity such as transit vans. Included here are small pickup vans and three-wheeled goods vehicles. Most of these vehicles are delivery vans of one type or another.
- Rigid with two axles to four-axles: Includes all rigid vehicles over 7,700 lbs gross vehicle weight with two axles to four axles. Includes ambulances, tractors (without trailers), road rollers, box vans and similar large vans. Excludes two or three axle rigid vehicles towing a single axle trailer.
- Articulated with three axles (or with trailer): Includes all articulated vehicles with three or four axles. The motor unit will have two axles and the trailer one or two. Also included in this class are two and three axle rigid goods vehicles towing a single axle trailer and two axle rigid goods vehicles towing two axle close coupled or drawbar trailers.
- Articulated with five or more axles (or with trailer): This includes all articulated vehicles with a total of five axles regardless of the position of the axles. Also includes rigid vehicles drawing close coupled or drawbar trailers where the total axle number equals five and articulated vehicles where the motor unit has more than one trailer and the total axle number equals five.
- Articulated with six or more axles (or with trailer): This includes all articulated vehicles with a total of six or more axles regardless of the position of the axles. Also includes rigid vehicles drawing close coupled or drawbar trailers where the total axle number equals six or more and articulated vehicles where the motor unit has more than one trailer and the total axle number equals six or more.

4.3.2 Origin and Destination Studies

Upon their employment, Ginn shall identify where employees work and establish a transit pick-up and drop-off location for the employee (including if they live on site). In addition, Ginn shall semi-annually review employee origins and destinations to identify how the transit system may need to be modified in order to operate efficiently for employees. Ginn shall document in its report employee totals by pick up location (origin) and identify the number of employees that have been authorized to commute in single occupant vehicles. Ginn shall also identify any changes in the transit system that has been made as a result of the origin of employees.

4.3.3 Seek Public Comment Concerning Performance

Ginn shall operate a hotline and internet portal for the public to report issues and comments concerning Project traffic. Comments and concerns submitted shall be

summarized along with any action taken or response by Ginn. Ginn shall summarize these comments and provide them to the Town. Ginn will review these comments and working directly with the Town to propose necessary changes to the traffic management system. The Town may hold periodic meetings with the community and Ginn to review issues and concerns that may need to be addressed.

4.4 REPORTING

Ginn shall produce a weekly or monthly report, or at a frequency required by the Town, of resort operations and submit it to the Town for its review. The Town may make the report available to the public. The report shall summarize the owner/guest and employee traffic by month at each entry (or problem areas as discussed above) and along Highway 24 averaged weekly and monthly. The report shall include the last four quarters and shall present the data as both monthly averages and annual averages for the preceding months and years, as well as provide a projection for the next 12-month period. The report shall include a summary of employee transit ridership over the quarter and annually (shown on a monthly basis). The report shall summarize all activities undertaken by Ginn to enhance resort traffic operations in relationship to previous requests by the Town; identify any operational changes concerning resort traffic made during the last quarter that were initiated by Ginn; summarize the public input received during the quarter concerning resort traffic and the response or proposed action by Ginn; identify any construction traffic problems, issues, or incidents that occurred over the last quarter and how those were addressed, the effectiveness of the response, how the response will help the Project avoid such an incident in the future; and how the response will be modified in the future, if appropriate; and summarize Ginn's actions with respect to any enforcement action by the Town.

SECTION 5 STRATEGIES AND METHODS

5.1 APPROACH TO MANAGING OWNER/GUEST AND EMPLOYEE TRAFFIC

This Plan includes a full range of available options available with identified trip-reduction strategies falling into two main management-related categories:

- Owner/Guest Trips
- Employee Trips

Possible options for managing traffic for each of these categories that were included in the TIA and discussed during Minturn Planning Commission review are listed below. These options represent a starting point that will be used by Ginn upon initial occupancy of the resort. New options may present themselves as the project develops over the next 20 years, and may be also employed by Ginn, at its discretion, to ensure the objectives, and metrics and measures are met.

While resort travel through the Town has the potential to provide substantial economic return to the Town and its businesses, resort traffic must be managed to assure that congestion and delay, which could adversely impact the Town and its businesses are minimized. Recognizing the limited existing capacity of Highway 24 and the physical constraints that weigh against increasing highway capacity, Ginn has committed through this plan to implement a comprehensive travel demand management program to minimize owner/guest and employee traffic on Highway 24. A combination of onsite amenities, an internal resort transit system, onsite employee housing, resort employee shuttles and owner/guest/employee demand responsive transit services will be used to minimize the number of owner/guest and employee vehicle trips on Highway 24 through

the Town of Minturn. Ginn will mandate trip reduction producing strategies when possible, and will foster a “trip reduction-based” attitude for discretionary trip choices.

5.1.1 Owner/Guest Management

The following owner/guest strategies and methods will be utilized to minimize owner/guest traffic on Highway 24:

- Foster “trip reduction-based” behaviors by providing Ginn-operated transportation
- Onsite gondola connector system
- Onsite dial-a-ride shuttles
- Offsite dial-a-ride shuttles
- Airport shuttles
- Small group limousine service
- “Carshare” program.(e.g. Ginn-owned vehicles that are made available for owner/guest use)
- Provide resort amenities that meet owner/guest needs on a day-to-day basis to limit demand for offsite travel.

5.1.2 Employee/Vendor Management

The following employee and vendor strategies and methods will be utilized to minimize employee and vendor traffic on Highway 24:

- Employee housing provided by Ginn for a minimum of 40% of operation Full Time Equivalent (FTE) employees.
- Off-peak shift changes.
- Ginn-operated onsite employee demand response transit system
- Ginn-operated home-based fixed route/schedule employee shuttle service and will mandate its use by offsite employees to the maximum extent possible.
- Establish resort and employee village amenities to meet employee needs on a day-to-day basis to limit demand for offsite travel.
- Provide incentives for employees to perform in accordance with objectives (bonus for riding transit every day, car pooling, etc.).
- Establish disincentives to promote use of transit and driver performance (i.e. speed monitoring systems in the Town of Minturn and performance measures attached to driving performance).
- Establish programs for managing needed resort vehicle trips through Town to combine trips whenever possible.
- Provide demand-based transit for employees to use in emergencies.
- Limit the available onsite employee parking to specific personnel and establishing a substantial per day parking fee for those who violate commuter policy.
- Establish as part of employee training programs a complete understanding of expectations for performance.
- Establish contractual obligations by vendors concerning deliveries that may include incentives and disincentives.

- Expanding existing park and ride lots, where appropriate, and acquire leases or construct parking lots to support transit use based on where employees live.

SECTION 6 IMPLEMENTATION

6.1 INTRODUCTION

The implementation of the full package of baseline trip-reduction strategies identified by the TIA forms the foundation that is fundamental to meeting the Town's resort traffic management objectives and to assuring conformance with CDOT's requirement to maintain traffic operations on Highway 24 near a LOS C. Collectively, the TIA trip-reduction strategies, including: private resort amenities on-site, provision of resort employee housing at a 40% level (on and off-site), and, perhaps most importantly, provision of a fully integrated, Ginn-operated transit system for both owners/guests and resort employees, will allow Ginn to meet both CDOT's and the Town's objectives.

6.2 TRANSIT SYSTEM

The resort and employee transit system identified by the TIA includes four integrated subsystems: owners/guest offsite shuttles, owners/guest onsite shuttles, resort employee offsite shuttles, and an onsite gondola system available to both owners/guests and resort employees, as well as supporting programs. The transit system structure is depicted in Figure 1. Each of the four major transit system subsystems will garner a significant number of resort person-trips as shown in Figure 2 and Figure 3 for summer and winter peak hour conditions, respectively. In the case of the offsite shuttles, use of high-occupancy vehicles versus private automobiles will also assist in reducing the number of vehicles on Highway 24.

6.2.1 Onsite Owner/Guest/Employee Transit System

Owner/guest/employee dial-a-ride shuttle service will provide door-to-door coverage for destinations not directly accessible by gondola. Anticipated peak hour usage is as shown on Figure 2 and 3.

6.2.2 Owner/Guest/Employee Gondola System

The planned gondola system will connect multi-use cores planned for Gilman, Bolts Lake, Rock Creek and Willow Creek, with a ridge-top transfer node allowing direct transfers between the Gilman, Rock Creek and Bolts Lake gondolas, as well as indirect transfer to the Willow Creek gondola via the Rock Creek gondola. The gondolas are designed to provide onsite activity area connectivity and will be available to owners/guests and resort employees. Anticipated peak hour usage is as shown on Figure 2 and 3.

Figure 1. Transit System Structure.

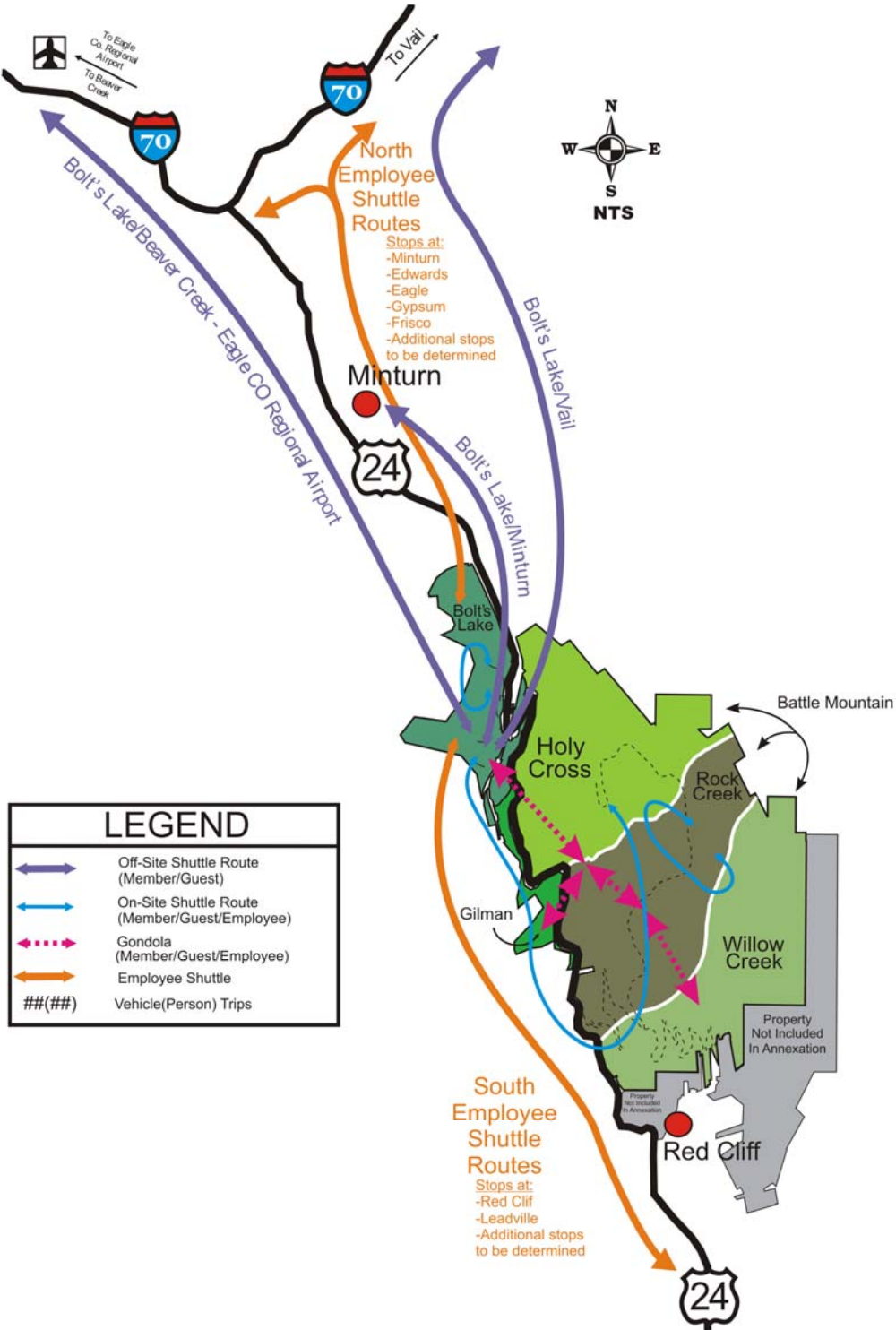


Figure 2. Transit-Summer Use.

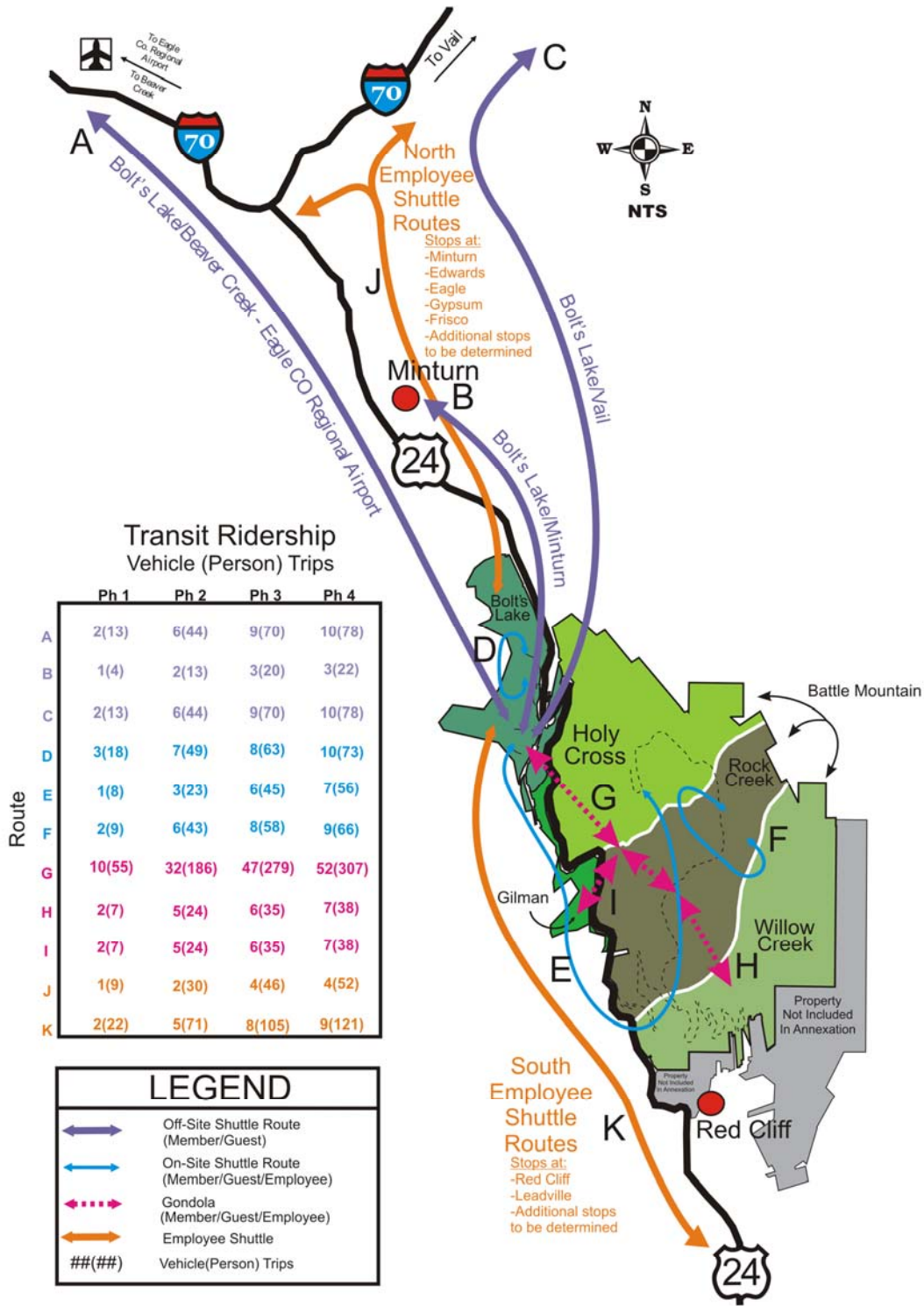
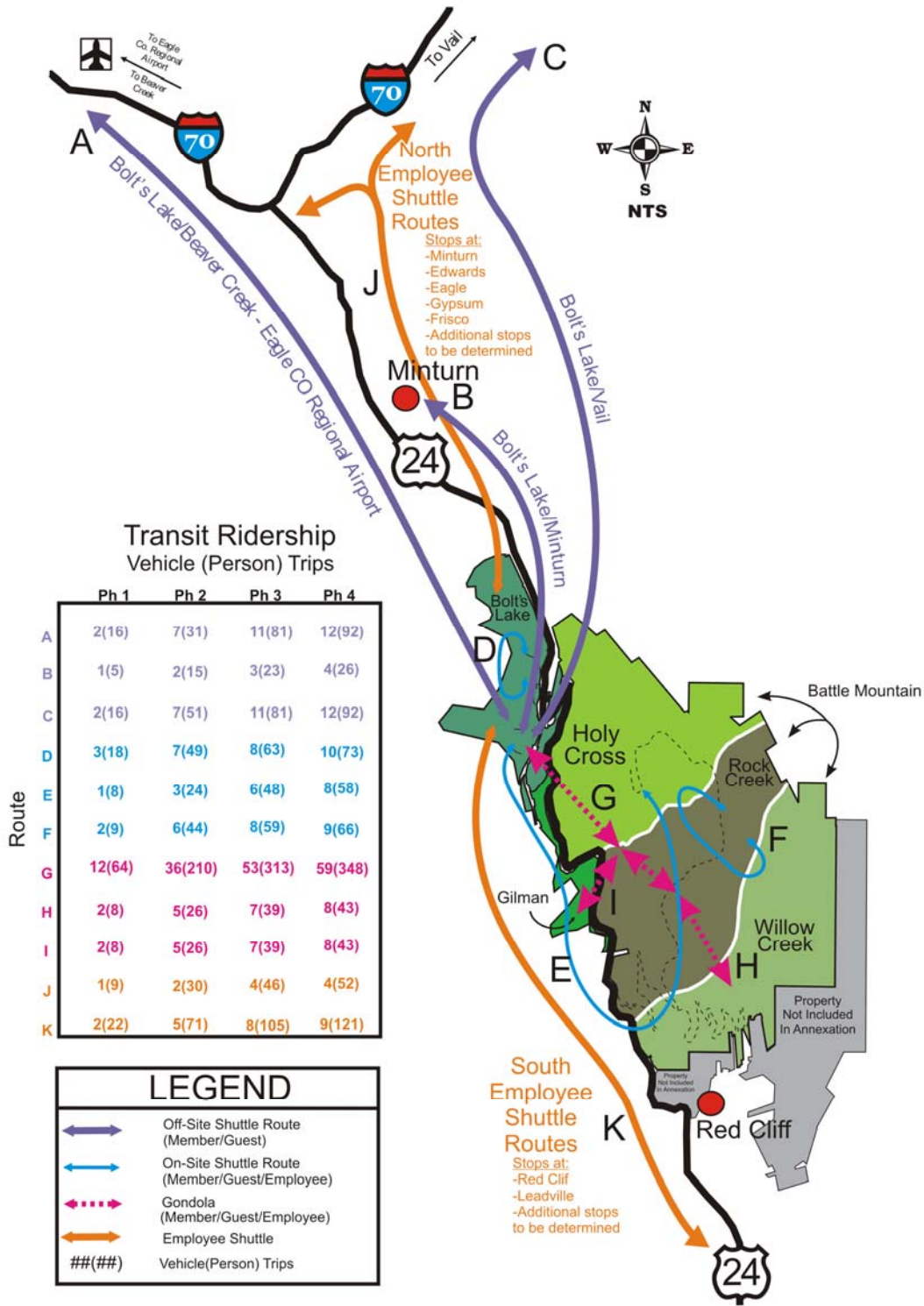


Figure 3. Transit-Winter Use.



6.2.3 Owner/Guest Off-Site Transit Services

Ginn will provide owner/guest shuttle service from/to the Eagle County Regional Airport. This demand-responsive service will reduce owner/guest car rental contributions to Highway 24 traffic. Anticipated peak hour usage is as shown on Figure 2 and 3.

6.2.4 Owner/Guest Offsite Dial-a-Ride Shuttles

Onsite demand-responsive shuttles will provide larger party conveyance of owners/guests to popular destinations which may include: dining and entertainment venues or other area resorts. Service will be on demand, arranged through resort concierge services. Anticipated peak hour usage is as shown on Figure 2 and 3.

6.2.5 Resort Employee Off-Site Transit Shuttles

Ginn will provide home-based fixed route/schedule employee shuttle service and will mandate its use by off-site employees to the maximum extent possible. The route and schedule will be fine-tuned to employee residence locations, but is expected to include stops at: Minturn, Frisco, Wolcott, Eagle, Gypsum, Red Cliff and Leadville, as shown in Figure 4. Public park and ride lots are available in many of these communities for the employee and construction worker shuttles. Where parking facilities are not available, Ginn will develop needed parking lots or contract for additional parking on as needed basis, consistent with ultimate employee residence locations. Based on the specific resort employee trip-reduction goals identified by the TIA, it is anticipated that vehicles will be operated during peak employee commuting hours (i.e. around shift changes). With half-hour schedule runs on most potential route legs, the system can be expected to operate on 15-minute headways (i.e. separation between bus arrivals at any one stop) during peak usage hours (i.e. around shift changes).

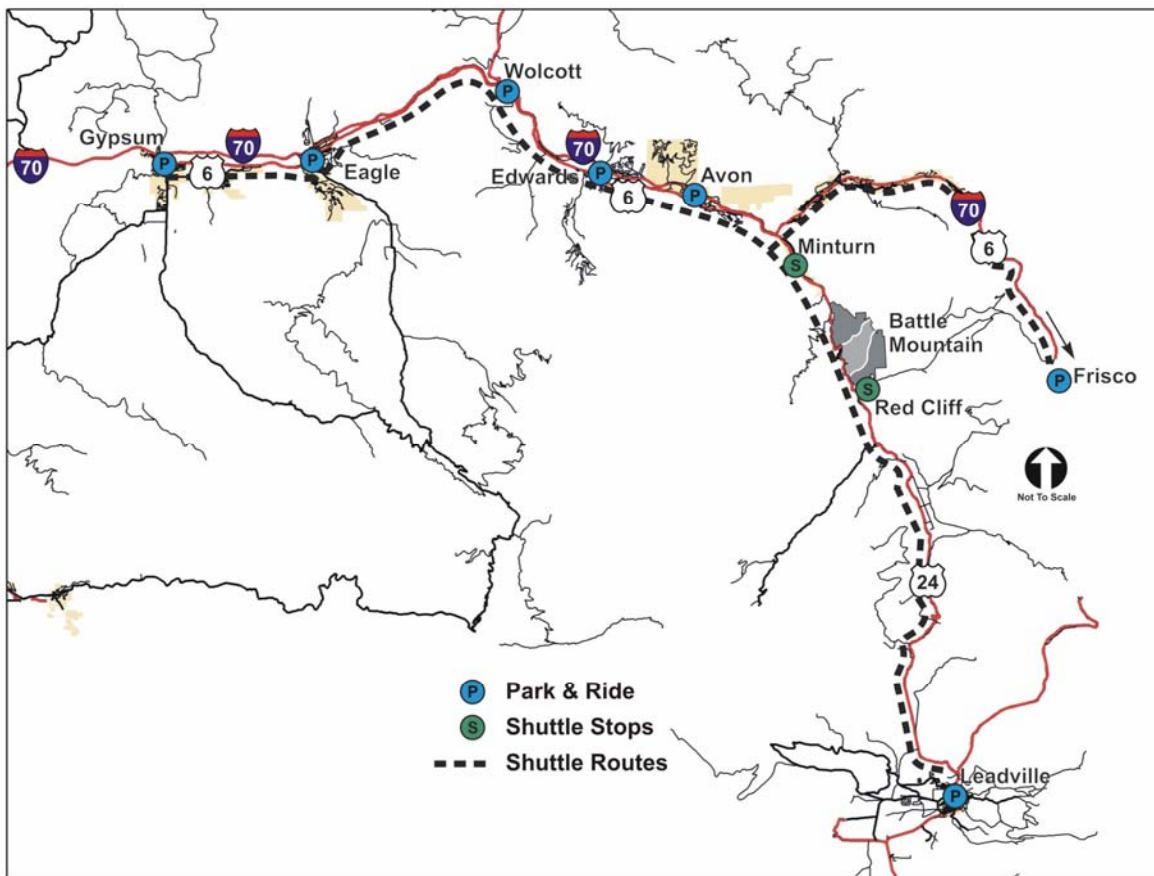
6.2.6 Other Measures

Services including a "carshare" program and concierge arranged small party owner/guest limousines will be used to reduce the need for personnel vehicle use by providing a convenient alternative. This provides flexibility for the owner/guest to have available a vehicle that can be used for those destinations outside the Project. Ginn shall make its shuttle system operated through the Town of Minturn and the Town of Red Cliff available to the Town's citizens. Routes and stop locations shall be determined cooperatively between Ginn and the Towns

6.3 RESORT AMENITIES

The development plan for the Battle Mountain Resort includes extensive onsite private resort amenities, including recreational venue, restaurants, spa and health club facilities, shopping and entertainment. These amenities are unlike those provided at other area resorts in that they are not publicly-available trip generators. Rather they are a mechanism for meeting owner/guest expectations and reducing resort trip generation by minimizing the need for owners/guests and employees to make off-site trips.

Figure 4. Employee Transit System Routes



6.4 EMPLOYEE/VENDOR INCENTIVE AND DISINCENTIVE PROGRAM

Prior to opening the resort, Ginn will develop operation and performance manuals for employees and vendors that outline the detailed operating standards with respect to travel on Highway 24. The manuals and training program will be provided to the Town and approved prior to Ginn initiating resort operations.

Once approved, Ginn shall be responsible for tracking and reporting all actions taken under the program. Once the initial training has been completed and Ginn has provided verification of the training to the Town, the resort may be opened in accordance with the PUD.

It should be noted that trips generated by employees living in on-site employee housing will be tracked and reported as part of this program. These trips include “personal travel” associated with performing non-Ginn related activities (i.e. shopping, dining out; doctors appointments, etc.) in off hours and will be counted as a resort trip. The Town Council has indicated that some employee housing should occur within the current Town boundaries. Since locating employee housing within the Town boundaries will act to increase traffic levels on Highway 24 significantly more than if the employee housing were located elsewhere in the region due to the typical local

trips created by such housing, any employee housing established within the Town boundary (excluding those on the approximately 5,300 acres of the Battle Mountain project) shall not count against the trip limits established by this plan. The Town should recognize that its desire to have employee housing within the Town addresses other social and economic benefits and therefore comes with the impact of additional traffic.

SECTION 7 ENFORCEMENT

7.1 INTRODUCTION

Ginn is committed to meeting the trip budgets and other metrics and measures established in Section 3 of this plan. These metrics and measures are based on the Battle Mountain Ski Resort Traffic Impact Analysis dated August 2006 and revised 2007 prepared by Leftwich Consulting Engineers, Inc. Ginn has established, through the monitoring and reporting, a management and **self-policing program that will ensure that Ginn owner/guest and employee traffic does not exceed the metrics and measures established in Section 3 of this plan.** However, the Town also needs to be able to enforce the metrics and measures established in Section 3 of this to ensure that the impacts of the project to the Town and its citizens are limited to those represented to the Town Council as part of the annexation and land use approval review process.

This section outlines the enforcement measures available to the Town with respect to owner/guest and employee traffic.

7.2 TRAFFIC COMMITTEE AND REPORTING

As part of the monitoring and reporting program outlined in this plan, Ginn has suggested that the Town establish a Battle Mountain Traffic Committee to oversee the traffic budget, review reports, analyze traffic issues arising from the Project, make recommendations to Ginn and the Town Council concerning any enhancements to the traffic management program, and make recommendations to Town Council to initiate enforcement actions.

7.3 ENFORCEMENT PROCESS

The Town may initiate enforcement against Ginn for failure to meet the metrics and measures established in Section 3 of this plan as it would initiate any other enforcement action under the Town's Charter and Municipal Code. The Town's action may be based on the monitoring and reporting conducted by Ginn or by independent monitoring and reporting conducted by the Town. Enforcement against Ginn for failure to conform to the metrics and measures established in Section 3 of this plan may be initiated at any time. Since Ginn and the Town will be receiving real time data on a weekly and monthly basis, each party will recognize any failure in the system almost immediately. Once a failure or problem is recognized by Ginn or the Town, Ginn shall take immediate steps to remedy the failure even without any formal notice from the Town.

7.4 ENFORCEMENT THRESHOLDS, ACTION AND PENALTIES

The primary purpose of the enforcement thresholds, actions, and penalties is to resolve resort traffic issues that result from exceeding the metrics or measures established by Section 3 of this plan. This list of enforcement actions represents the actions that may be taken by the Town to enforce this plan. Any violation of the metrics and measures presented in Section 3 is grounds for the Town to initiate an enforcement action.

The Town may decide on the level of enforcement or penalties it wants to establish for documented violations of the plan. These may include any of the following or combination of the following:

- Withholding building or other construction permits on any Ginn developed or constructed improvement including; Ginn developed single-family homes, condominium units, project amenities (i.e., ski facilities, golf course improvements, resort improvements, etc.), and infrastructure. The approximately 450 homes of the 1,700 total units that may be developed by individual property owners are not subject to this provision.
- Withholding certificates of occupancy, including temporary certificates of occupancy, on any Ginn developed or constructed improvement including; Ginn developed single-family homes, condominium units, and project amenities (i.e., ski facilities, golf course improvements, resort improvements, etc.). The approximately 450 homes of the 1,700 total units that may be developed by individual property owners are not subject to this provision.
- Issuing stop work orders or “red tags” on any Ginn developed or constructed improvement including; Ginn developed single-family homes, condominium units, and project amenities (i.e., ski facilities, golf course improvements, resort improvements, etc.) and infrastructure. The approximately 450 homes of the 1,700 total units that may be developed by individual property owners are not subject to this provision.
- Application of a fine of up to \$3,000 per day (adjusted annually for inflation) for each day of a violation to be paid to the Town. The Town shall determine how it wishes to use funds collected from fines.
- Taking no action.

No enforcement action or penalty shall be taken without there first being an opportunity for Ginn to respond directly to the issues with the Minturn Town Council at a public hearing.

Though the single family home construction activities are not subject to the provisions listed above, their worker and truck trips are included within the metrics and measures presented in Section 3 of this plan. In addition, these activities will be managed overall by Ginn through their preferred contractor program and not be allowed to exceed the listed “trip budgets” even if portions or all of the Ginn related construction activities have been slowed through an enforcement action or red tagged. It should also be noted that even if an enforcement action is taken by the Town, travel demand systems (i.e. transit and shuttles) will remain operational to ensure activities unaffected by an enforcement action remain controlled and within metrics and measures presented in Section 3 of this plan.

At any point during a project phase, Ginn may choose to invest in reducing background trips on Highway 24 through the Town (i.e., cooperation with regional transit providers or other

employers). Any documented reductions in background traffic created by Ginn's investment (i.e., non-project related) shall count the same as a reduction in project-related trips.

SECTION 8 SUMMARY/CONCLUSIONS

This plan will be used as the basis for implementing the owner/guest and employee traffic management plan. The objectives serve as the basis for all actions while the metrics and measures will be used as appropriate to determine when performance is meeting or not meeting Town and CDOT expectations and when additional strategies or modifications in existing strategies and methods need to be employed to bring performance into conformance with the metrics and measures, and associated objectives.