

## Town of Snowmass Village

# Construction Coordination & Impact Mitigation Plan

The Construction Coordination & Impact Mitigation Plan (CCIMP) acknowledges the complex interrelationship that exists among locally active developers and the community at large. The CCIMP is structured in an effort to build trust and common understanding among these groups by establishing fundamental ground-rules and protocols for coordinating construction-related activities and managing the impacts thereof. The CCIMP is intended to establish clear expectations and performance standards, while allowing for a certain degree of flexibility and creativity in its application.

As such, the CCIMP should be thought of as a living document that will constantly evolve and improve as time goes on. By fostering a more collaborative and trusting relationship, establishing clear thresholds for gauging and controlling collective levels of construction activity, and creating a structured program for project coordination, performance monitoring, and enforcement, staff believes we will have the tools necessary to respond to problem areas quickly and effectively as we continue toward our shared goals and community aspirations.

Since meeting with Council on December 18, 2006, staff has engaged a working group comprised of Town Staff and the development community, primarily including representatives of Intrawest and the Related WestPac Company, in a series of weekly meetings to discuss construction management and coordination.

Joe Kracum is an engineering and construction management consultant who has worked for CDOT on the Glenwood Canyon and Snowmass Canyon Highway Projects, as well as for the Town of Vail and the Town of Steamboat Springs. Mr. Kracum has been engaged by the Related WestPac Company and has brought a significant amount of experience to bear on our efforts to craft a reasonable and effective approach to this issue.

Staff has also consulted independently with representatives from the City of Aspen and the Town of Vail in an effort to identify the strategies that have been implemented successfully there, as well as to gain the benefit of lessons learned during the heightened levels of construction activity going on in both of those communities.

## **OBJECTIVES**

The working group's first task was to develop a set of objectives regarding the Snowmass Village CCIMP. The Town's **Aspiration Statement** has been held as the guiding principle behind our efforts on this issue and reads as follows:

We aspire to be the leading multi-season, family-oriented mountain resort community. We will do this by creating, marketing, and delivering distinctive choices for fun, excitement, challenge, learning, and togetherness. All this is done amidst our unique, natural splendor...as part of a memorable Aspen/Snowmass experience. Further, we wish to be seen by others as welcoming, dynamic, convenient, and successful. We will always be responsible stewards of our environment, economy, and society. When successful, Snowmass Village will

have achieved the quality of life and economic vitality that will assure our future as a sustainable resort community.

The following **Objectives** of the CCIMP have been agreed to among the working group participants, and are presented for Council consideration as follows:

1. To enable the Town to achieve its Aspiration Statement in a manner that minimizes inconveniences and other negative impacts of development and redevelopment, and which assures a welcoming and livable environment for our residents, employees, and guests.
2. To commit to a public/private collaboration to provide information and promote the positive aspects of Snowmass Village's new development and redevelopment projects.
3. To compile and present data that will enable Town decision-makers to understand and evaluate the impacts that would be generated under various scenarios concerning Village-wide development.
4. To adopt a Mitigation Plan concerning construction impacts (especially related to environmental, traffic, & other quality of life issues) to ensure that development occurs in an orderly and acceptable fashion.
5. To plan the interrelationship and sequencing of various development projects to ensure that impacts are effectively managed to comply with the adopted Mitigation Plan.
6. To implement enforcement procedures and achieve staffing levels necessary to ensure that individual construction management plans are followed, that concurrently active projects are coordinated, and that the adopted Mitigation Plan is followed.

### **ACTION ITEMS**

Under each objective, specific action items have been identified as critical to the accomplishment of that objective, and ultimately, to the overall success of the CCIMP. Several of these are discussed in detail in this report, while others require ongoing development, additional data collection, and further planning. These **Action Items** include the following:

1. *To enable the Town to achieve its Aspiration Statement in a manner that minimizes inconveniences and other negative impacts of development and redevelopment, and which assures a welcoming and livable environment for our residents, employees, and guests.*
  - A. Distribute and obtain buy-in of the objectives from Council, Staff, the Community, and Developers.
2. *To commit to a public/private collaboration to provide information and promote the positive aspects of Snowmass Village's new development and redevelopment projects.*
  - A. Create a quasi-partnership among Council, Staff, the Community, and Developers.
  - B. Engage the Community and identify critical areas of concern.

- C. Using the Town's Community Relations Department, prepare a communications plan that provides information to the Community on a regular (weekly/monthly) basis.
  - D. Create a TOSV Construction Coordinator position as a single point of contact for all construction-related information, project coordination, monitoring and management.
  - E. Consider lessons learned from other resort communities.
3. *To compile and present data that will enable Town decision-makers to understand and evaluate the impacts that would be generated under various scenarios concerning Village-wide development.*
- A. Compile baseline information in each of the following areas:
    - 1. Environmental Conditions
      - i. Air Quality
      - ii. Water Quality
      - iii. Noise
    - 2. Traffic Conditions
      - i. Roadway Level of Service (LOS)
      - ii. LOS Intersections & Construction Access Points
    - 3. Quality of Life (Localized Impacts to Businesses, Residents, & Guests)
      - i. Accessibility and convenience
      - ii. Way-finding & directional signage
      - iii. Welcoming environment, vibrancy, and appeal
  - B. Establish means of measuring and assessing real and perceived impacts in the areas listed above.
  - C. Address perceived thresholds or tolerance levels for impacts at specific times of the day, days of the week, and times of the year.
  - D. Determine Federal & State thresholds for environmental impacts.
  - E. Establish agreed upon thresholds for impacts during specific times of the day, days of the week, and times of the year.
    - 1. Shoulder Seasons
    - 2. Peak Summer
    - 3. Peak Winter
  - F. Present information & data in simple format
4. *To adopt a Mitigation Plan concerning construction impacts (especially related to environmental, traffic, & other quality of life issues) to ensure that development occurs in an orderly and acceptable fashion.*
- A. Develop a toolbox of mitigation measures for addressing impacts in each of the following areas:
    - 1. Environmental Impacts

- i. Fugitive dust and pollution control methods
        - 1. PM-10 monitoring and air quality standards
      - ii. Water quality and erosion control methods
        - 1. Ongoing monitoring in Brush Creek
      - iii. Noise abatement measures
    - 2. Traffic Impacts
      - i. Engage a single traffic control contractor to coordinate traffic control & access throughout the Village
      - ii. Construction staging areas
      - iii. Hauling & delivery schedules
      - iv. Construction parking restrictions
      - v. Roadway maintenance and cleaning
    - 3. Quality of Life (Localized Impacts to Businesses, Residents, & Guests)
      - i. Personal interaction and effective communication plan
      - ii. Information dissemination and signage plans
      - iii. Weekly community meetings during construction
  - B. Through partnership and approval process, agree upon basic and enhanced mitigation measures to be employed, and when these will be implemented.
  - C. Establish a structured program for performance monitoring and implementation of basic versus enhanced mitigation measures,
  - D. Establish a structured enforcement program for events of non-compliance.
5. *To plan the interrelationship and sequencing of various development projects to ensure that impacts are effectively managed to comply with the adopted Mitigation Plan.*
  - A. Consider phasing in terms of immediate, short-term, and long-range timeframes.
  - B. Acknowledge that overall accuracy will diminish as a phasing plan looks further into the future, and allow a certain degree of flexibility and reduced specificity in considering more long-range plans.
  - C. Establish a clear understanding of the phasing plans for approved projects and projects currently under review.
  - D. Evaluate whether the proposed impact mitigation measures are expected to ensure compliance with established impact thresholds.
  - E. Consider the following factors in establishing an acceptable project phasing plan:
    - i. In general, construction activity will be spread over a longer duration as the allowable degree of impact is reduced.

- ii. Allowing for maximized construction activity during shoulder seasons makes limited activity more acceptable during peak resort seasons.
    - iii. Limiting construction during any shoulder season will shift the delayed impacts to some future time.
  - F. Create an integrated construction management plan that considers each major development project and the cumulative impacts thereof.
- 6. *To implement enforcement procedures and achieve staffing levels necessary to ensure that individual construction management plans are followed, that concurrently active projects are coordinated, and that the adopted Mitigation Plan is followed.*
  - A. Establish a funding source to add a full time employee that will serve as the Town's Construction Coordinator. This position should be filled as soon as possible.
  - B. Through partnership, all parties agree to take ownership and be held accountable for their actions.
  - C. Through partnership, develop a clear understanding of the procedures and actions to be taken when impacts exceed established thresholds.
  - D. Continue to evaluate and assure that the Town has the needed resources to adequately monitor and enforce construction activity Town-wide.

### **COLLABORATIVE COMMUNICATIONS PLAN**

Clear, concise, and timely communication is essential for all construction projects town-wide. TOSV has a responsibility to our public, guests, and residents to provide accurate information and we have an opportunity to embrace the revitalization effort town-wide. Through several small group discussions, customer service focus groups and feedback from the Marketing, Special Events and Group Sales Board we discussed the need for one communications source to provide construction information on all projects town-wide. In addition, there is a need to create an identity for this communication source, which will generate a positive approach to redevelopment efforts and act as a 'one-stop-shop' for all construction information.

There are several construction projects town-wide with communication plans that identify ways to engage the public and keep them informed. However, the public accesses different resources to gather information on development projects; this becomes time consuming and frustrating because of the amount of information. There no single point of contact or one communications hub to collect all information on construction updates and there is not a collaborative internal branding initiative to excite the public about what is to come.

This communications initiative will enhance public outreach and guest information through improved and consistent communication on construction projects. Primarily this will be achieved by collecting the information first hand. It is important to integrate all information to create proper messaging on realistic construction impacts.

The Town of Snowmass Village would take the lead to pull all entities together and form a group of communication partners. This group will meet regularly to discuss and evaluate ways to collect, integrate and disseminate the information.

The Town's Community Relations Department will work very closely with the lead developers and contractors to collect construction information on a weekly basis. This information will be compiled and disseminated to the public in a number of ways. A collective group of communicators will oversee the overall outreach plan. Under the lead of the Community Relations Department the group will be responsible for all internal processes to facilitate the sharing of information, providing resources put towards the developing effort and working together to oversee a joint budget.

The Town's Construction Coordinator will be the single point of contact town-wide with one contact phone number and will work with all developers/contractors and communicators to meet several objectives discussed in the CCIMP. The Town would require participation in this process for any large development project and any voluntary projects will be welcome.

### **Communications Action Plan**

- I. Meet with development and marketing partners and conduct focus groups to create positive messages and start developing the plan. Build consensus on how to approach the initiative.
- II. Engage the public in a series of outreach meetings and small group meetings with localized business owners & managers, homeowners associations and community groups. (This will be an ongoing action item)
- III. Create a toolbox for the communications plan to include but not limited to:
  - Seasonal Newsletters: 1) Designed to focus on the guest experience (what they can expect) 2) Designed to inform residents and employees
  - Weekly combined print ads in the Snowmass Sun: Construction Updates
  - Website: Creation of one website that every project is linked to: Construction projects will have a link from the main page to each individual project 2) Construction Updates on Each Project 3) Progress 4) Timelines 5) What's to come
  - One-on-one meetings/ outreach meetings: One of the most effective ways to reach the citizens and business owners is face-to-face. Contractors meet with businesses on a regular basis.
  - Comprehensive Signage: Direct users to businesses and trails. Apply for one sign permit town-wide.
  - Create a series of maps to clearly identify construction areas and construction impacts for guests. Maps would be stationed around town and sent to reservation holders and prospective inquires.
  - Weekly E-Bulletins: Weekly communication on construction updates town-wide – voluntary registration.
  - Contact Cards: lead contact names and numbers for each project
  - Community Wide Survey – Guest Service Survey
  - Positive messaging and awareness to partner's valley-wide.

This initiative will primarily focus on town-wide construction updates, communication on development projects, and a positive source for the town-wide revitalization effort.

## **TOSV Construction Coordinator**

The hiring of a Town-wide Construction Coordinator is an essential component of the CCIMP. This person will be a Town of Snowmass Village employee that serves as a single point of contact for all construction-related information, citizen complaints, public communications, and overall project coordination efforts. This person is generally envisioned to be someone with engineering and construction management experience, as well as excellent people skills.

The following describes the Construction Coordinator's job scope:

**Position Summary:** The purpose of the Construction Coordinator is to minimize the impacts of development projects by working directly with contractors, developers, residents, business owners, and Town staff to coordinate and manage construction activities within the Town limits.

**Minimum Qualifications:** A Bachelors Degree from a college or university in Construction Management, Civil Engineering, Planning, or a related field. Ten (10) years in construction management, zoning (or other law) enforcement, engineering, or planning. The Bachelors degree may be substituted with any combination of work experience and education that would likely provide the required knowledge, abilities, and skills as the required degree.

- **Point of Contact:** Communication, correspondence, and meeting attendance to provide the Town and Community-at-large with a single point of contact regarding development activity within Snowmass Village. Meetings include Town Council, staff, developers, utility companies, community interest groups, one-on-one and neighborhood meetings, public open houses, and other events. Maintain records documenting all communications, correspondence, and meetings. Coordinate with Town Community Relations Department to produce and coordinate informational communications regarding Town-wide construction activity. Point of contact extends to general public, businesses, residents, and media.
- **Scheduling:** Develop and maintain master schedules of all key construction activities. Three schedules are to be developed and maintained:
  1. Overall Schedule – through completion of major redevelopment. Least detailed schedule with activity durations expressed in months. Update every year.
  2. Three Year Schedule – Detail expressed in months with anticipated phasing of excavations, foundations, vertical, finish, and landscaping. Update every 6 months.
  3. Detailed One Year Schedule – Detail expressed in weeks. Include phasing and project coordination details. Update weekly according to contractor schedules.

Each of these schedules will identify any decisions and/or approvals necessary for project development.

- **Track Commitments** Provide tracking of developer and Town commitments throughout development.

- **Track Project Changes** For all changes to the work, track and determine implications to individual project schedules and Town-wide coordination efforts, and evaluate potential impacts to guests, residents, and businesses.
- **Developer/Contractor Coordination:** Provide general coordination and facilitate weekly coordination meetings amongst all active developers and contractors to address project schedules, phasing, and construction details.
- **Coordinated Traffic Control:** Provide general supervision and administration of Town-wide traffic control contract. Review and approve proposed Methods of Handling Traffic (MHT's).
- **Impacts and Solutions:** Identification and documentation of the critical issues and problem areas anticipated or experienced with each project. Endeavor to resolve all issues as they are identified or arise. Problems areas will be documented as to issue, involved parties, needed actions, and status.
- **Monitoring and Enforcement:** Monitor and report on all environmental, roadway, and localized impacts. Receive, investigate, and respond to citizen complaints and inquiries regarding code and development control violations.

Coordinate and conduct regular site investigations, evaluate ongoing compliance with applicable regulations, and provide education for violators with respect to conduct and conditions observed. Handle communication and conflict resolution among contractors and property owners.

Provide warning notices to developers when out of compliance with applicable regulations or established performance specifications. Work with other Town Departments when continued violations occur, and issue notices of violation or stop work orders when necessary.

Prepare detailed investigative reports, and coordinate efforts with Town Attorney and other Town departments to prepare for litigation required to enforce code and development control regulations.

- **Inspect Public Projects:** Provide coordination and inspection of Town projects (roundabout, utility, roadway improvements, snowmelting, etc.) performed by developers. Provide and facilitate regular coordination meetings.
- **Updates:** Provide written and presentation updates on Town-wide development issues, impacts, schedules, phasing, construction details, public comments, etc. to Town Council, Staff, and others on a monthly basis, or more frequently, if necessary.
- **Meeting Facilitation:** Provide meeting facilitation, including agenda preparation, meeting notes, distribution, and follow-up.
- **Utility Coordination** Provide general coordination and facilitate regular coordination meetings amongst developers, contractors, utility companies, special districts, and Town to address project schedules, phasing, and construction details.

- **Staff Coordination** Provide general coordination and facilitate regular coordination meetings amongst all relevant Town Departments and special district staff including, fire, water and sanitation, police, planning, and public works.
- **As-Builts** Assure all “as-built” construction drawings are updated. Collect and archive all as-builts.

A funding source has not been established for this position; however, staff suggests that a new fee be incorporated by amendment to the Building Department fee schedule in order that the burden of funding this position is placed upon the development community (including, in some cases, the Town itself).

### **INDIVIDUAL CONSTRUCTION MANAGEMENT PLANS**

Project-specific construction management plans will continue to serve as the Town’s primary tool for managing the more localized and environmental impacts of construction. Among other issues, these include: mud, dust, erosion, and noise control, air and water quality monitoring, worker parking, construction deliveries, site sanitation and clean-up, staging, pedestrian way-finding and informational signage.

Standardized performance specifications will be adopted to address each of these impact areas, and the Construction Coordinator will have a certain degree of discretion regarding their enforcement. Draft specifications for mud and dust control, construction deliveries, and worker parking are included, as follows:

#### ***MUD & DUST CONTROL***

Cleanliness of streets and the quality of our air are identified as very important issues. The following measures will be taken to ensure that mud and dust are kept off the streets and out of the air:

1. Runout areas from excavation sites will be made as long as possible, and recycled asphalt will be rolled and oiled to create a tire "spinoff area".
2. Tire Anti-tracking Devices (ATDs) will be used at all construction exits. In some cases, these may be comprised of a gravel or cobbled roadbase. In areas of heavy excavation (greater than 30,000 cubic yards), and for any multi-year construction project, heavy steel plates with large steel angles welded to the plate will be required to create tire mud knockoff areas. These ATD's will be cleaned regularly during the day.
3. In cases of heavy excavations and/or multi-year construction schedules, and at the discretion of the Town’s Construction Coordinator, a tire wash trench may also be required. This will be comprised of an impervious (most likely concrete) trench filled with water or other cleaning solution. The trench must be cleaned regularly during times that tires must be washed.
4. A street sweeper with an internal vacuum and wash pot will be required to clean all project-adjacent roadways and intersections and to prevent airborne dust from being created by sweeping operations.
5. Truck speed limits will be monitored and kept to a level that does not create excessive dust during dry periods.
6. A water truck will be used during dry periods to wash down streets, control on-site dust, and minimize airborne dust on haul roads.
7. Chemical stabilization (magnesium chloride) may be used on haul roads to mitigate dust during dry periods.

### **CONSTRUCTION DELIVERIES**

Construction deliveries will be prohibited during Winter and Winter Season peak traffic hours (7-9am and 3-5pm).

### **WORKER PARKING**

Construction workers' non-essential private vehicles shall be parked in designated parking areas outside of the Town Core and out of the public right-of-way. A consolidated transit-based solution will be required to transport workers from remote parking areas to their specific job-sites.

Staff is currently revisiting the code language proposed to be adopted in Ordinance No. 19, Series of 2006 (a companion item also being considered on the January 22, 2007, Council Agenda). The required mitigation methods and/or standard performance specifications pertaining to individual CMP's are being addressed in detail and will be included in the new code. As such, staff will be recommending that Council table consideration of Ordinance No. 19 once again, while we continue to develop the details concerning these requirements. Ultimately, staff believes that by adopting the new CMP requirements, we will have an effective means of limiting the on-site and off-site environmental and localized impacts of the individual development projects going on at a given time.

### **LIMITING QUANTITY AND IMPACTS OF TOWN-WIDE CONSTRUCTION ACTIVITY**

Development impacts will be further limited by restricting the cumulative amount of work going on at a given time. At the Town-wide level, staff believes that service levels on Town roadways and intersections will serve as an effective metric for controlling the most significant impacts of Village-wide construction activity.

Certain minimum service levels, or maximum allowed delay times, will be tolerated for specific types of work, during specific times of the year, days of the week, and times of the day. Conceptual limitations are described below for Council consideration:

#### **A. For work being done within the public right-of-way in areas maintaining through traffic during construction:**

During **Winter and Summer Peak Seasons**, no construction-related traffic stops would be allowed on Sundays and Special Event Days. Stops will be limited to a maximum of five (5) minutes at a time, Monday through Saturday, between 7:00am and 6:00pm.

During **Spring and Fall Shoulder Seasons**, no construction-related traffic stops would be allowed on Sundays and Special Event days. Stops will be limited to ten (10) minutes, Monday through Saturday, between 7:00am and 6:00pm.

#### **B. For work being done outside the public right-of-way in areas maintaining through traffic during construction (i.e., at project site access points):**

During **Winter and Summer Peak Seasons**, no construction-related traffic stops would be allowed on Sundays and Special Event days. No stops will be permitted during peak hours on Monday through Saturday (7:00am - 9:00am and 3:00pm - 5:00pm). Stops would be limited to five (5) minutes, Monday through Saturday, between 9:00am and 4:00pm.

During **Spring and Fall Shoulder Seasons**, no construction-related traffic stops would be allowed on Sundays or on Special Events days. No stops will be permitted

during peak hours on Monday through Saturday (7:00am - 9:00am and 3:00pm - 5:00pm). Stops would be limited to ten (10) minutes, Monday through Saturday, between 9:00am and 4:00pm.

**NOTE: For all seasons and for all types of work**, no more than two (2) construction-related traffic stops will be allowed to occur at a given time (not including areas of complete road closure).

Any proposal to exceed the allowable number or duration of traffic stops would require submittal of a written request to the Town's Construction Coordinator. Authorization for such exceedance would only be granted following notification and consultation with the affected Town Department Heads and Town Manager.

### **TOWN-WIDE TRAFFIC CONTROL CONTRACT**

In order to effectively manage traffic levels town-wide, the Construction Coordinator would contract with a single traffic control contractor. These services would be billed out to individual development projects on a pro-rata basis. Coordinated traffic monitoring, flagging, vehicular way-finding and road signage (i.e., variable messaging) will help to ensure that acceptable service levels are maintained. This strategy will also provide a greater degree of flexibility and responsiveness to accommodate unforeseen road closures or other roadway impacts.

Flaggers and other front-line traffic control staff will receive specialized training to familiarize them with local businesses and enable them to provide accurate directions to various locations throughout the Village.

### **SEQUENCING OF TOWN-WIDE CONSTRUCTION ACTIVITY**

With a good understanding of both the proposed and approved phasing plans for work to be done in 2007 (Entryway, Snowmass Center, Base Village, Town Hall, etc...), staff and our working group began compiling graphic and narrative overviews that describe the construction activity and impacts to be expected this year. However, given the recent ownership consolidation among the Base Village and Snowmass Center Projects, there is a great deal of uncertainty and opportunity concerning their coordinated sequencing. Furthermore, depending on the preferred resolution to the Conoco relocation issue, there may be redesign and scheduling impacts concerning the Brush Creek / Wood Rd. Roundabout Project.

At this time, Related-WestPac has already undertaken efforts to develop an integrated sequencing plan for all projects under their control. As such, they will be submitting a revised Construction Management Plan as part of the Snowmass Center Project application. That plan will describe an integrated sequencing plan for all Related-WestPac controlled projects. It will then be a simple task for staff to overlay the Town-owned projects that will be going on simultaneously (Town Hall, Entryway, etc...)

Once an integrated sequencing plan is developed and approved, the Town's Construction Coordinator would manage the coordination of entitled and permitted projects. This will often require day-to-day mediations and ongoing negotiations among project managers. By allowing the Construction Coordinator a certain degree of flexibility, discretion, and decision-making power, creative problem-solving efforts can be accommodated and positive working relationships will be better maintained among contractors, developers, and the Town. The development community has indicated that they are willing to be active participants in this coordination effort.

## **PERFORMANCE EVALUATION, MONITORING, AND ENFORCEMENT**

The Town's current enforcement policy is "on a complaint basis." There is no Town staff assigned to addressing complaints or enforcing code compliance as their primary job. Many of the coordination and mitigation strategies described in this report, and as will be included in the revised CMP code language, rely on a more active enforcement program. The Construction Coordinator will provide the necessary staffing to accomplish this.

The Town's Planning staff, as well as our environmental consultant, Tom Dunlop, will be engaged to assist in further developing an understanding of baseline environmental conditions as they exist today. These same resources will assist in developing sound environmental monitoring, and impact measuring protocols and performance specifications, and will be available to assist the Construction Coordinator in ensuring compliance with established impact thresholds.

## **OUTREACH**

Plans are in place to discuss and get feedback regarding this topic from several community groups before the end of the 2006/2007 ski season. To date, staff and members of the working group have discussed the topic with the Snowmass Homeowners Association Board, the Second Homeowners Advisory Board, and with lodging community representatives. Although each of these groups acknowledged the many positive aspects of our widespread redevelopment, discussions revolved around impacts and issues that were characterized by one board member to fall under the categories of General Construction-Related Issues, Problematic Issues, and Irritational Issues.

General Construction-Related Issues include direct impacts related to the specific nature of the work being done. These might include delays and closures associated with road paving or utility work, the aesthetic impacts of unsightly staging and storage areas, and early morning noise generated by heavy equipment and back-up alarms. Problematic Issues include largely preventable impacts that should be controlled through active monitoring and stepped-up enforcement of individual CMP requirements. These types of impacts include the tracking of mud onto public roads, ineffective dust control (and air quality monitoring), and inadequate erosion control (and water quality monitoring). Delays and frustration caused by slow-moving construction vehicles, and confusion caused by ineffective signage and informational materials fell under the heading of Irritational Issues.

While both homeowners groups generally seemed to feel that their tolerance thresholds were exceeded in many of these areas during the Summer 2006 construction season, the lodging representatives expressed the opinion that things weren't really as bad as people would like to believe. Many constructive strategies for fostering positive experiences and perceptions were identified for evaluation and inclusion in the Collaborative Communications Plan discussed above.

One clear message was a general consensus regarding a greater tolerance for impacts during the spring and fall shoulder seasons, especially if provided with accurate information to let people know what to expect.

## **IN CONCLUSION**

Staff is requesting feedback from Council to confirm that the stated objectives are consistent with Council priorities. We intend to continue compiling the necessary data

and developing the appropriate mitigation measures and performance specifications to complete the action items described. Furthermore, we intend to continue our outreach efforts in order to gauge perceived tolerance levels within the community.

If Council is interested in pursuing the strategies described, staff suggests that Council provide direction to immediately initiate the process of finalizing a job description for the Construction Coordinator position and advertising for hiring prior to the Spring 2007 shoulder season. In the short term, this will likely result in a supplemental funding request; however, if directed by Council, staff will develop a Building Dept. fee schedule amendment aimed at generating revenues to fund this position through increased development fees.

Furthermore, staff would request authorization to release a Request for Proposals to retain a traffic control contractor to perform town-wide traffic control and coordination efforts.