

Master Plan Mountain Specifications





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1.0 Design Criteria

The upgrading and expansion of a ski area is influenced by a variety of facility design criteria that contribute to a quality ski experience.

1.1 TRAIL SYSTEM

Each trail must have a relatively consistent grade corresponding with the identified ability level to provide an interesting and challenging ski experience. Optimum trail widths vary depending upon the specific topography and the identified ability level of the trail. The trail network must minimize cross-traffic and provide ski terrain for every ability level consistent with market demand. Trails must be designed and constructed to minimize non-fall-line alignments, bottlenecks and convergence zones, which can produce skier congestion.

1.2 LIFT DESIGN

Ski lifts should be carefully located to serve the available terrain in the most efficient manner, while also considering many other factors such as wind conditions, round-trip skiing, access needs, skier connectivity between other lifts and trails, and the need for circulatory space at the lower and upper lift terminals. Additionally, it is important to note that the vertical rise and length of ski lifts are the primary measures of overall attractiveness and marketability of any ski area.

1.3 CAPACITY ANALYSIS AND DESIGN

Comfortable Carrying Capacity (CCC) is defined as the optimal level of utilization for a ski area (the number of visitors that can be accommodated at any given time), which guarantees a pleasant recreational experience and at the same time preserves the quality of the environment. The accurate estimation of a mountain's CCC is a complex calculation and is the single most important planning criterion for any ski area. CCC is calculated based on a balancing of the uphill hourly capacity of the lift system with the downhill capacity of the trail system and considers the typical amount of vertical terrain desired by skiers of varying ability levels. With accurate estimation of a mountain's CCC, all other ski area facilities can be planned around that figure, including base lodge seating mountain restaurant requirements, sanitary facilities, parking, and other services.

1.4 BALANCE OF FACILITIES AND LIMITING FACTORS

The mountain master planning process emphasizes the importance of balancing recreational facility development. The quantity of skier services must correspond with the mountain's CCC. The limiting factor for a ski area's plan can be trail capacity, lift capacity, support facility capacity, and parking capacity. The true capacity of the overall ski area is determined by the most restrictive of these limiting factors.

The future development of a ski area should be designed and coordinated to maintain a balance between skier demand, lift and trail capacity, and supporting equipment and facilities (e.g., grooming machines, day lodge services and facilities, utility infrastructure, access, and parking).

2.0 Existing Ski Resort Facilities

The overall balance of the existing ski area is evaluated by calculating the skier capacities of Ísafjörður's existing facilities, and then comparing them to the ski area's CCC. This examination of existing facilities helps to identify the ski resort's strengths and weaknesses, surpluses, and deficiencies. The next step is to identify improvements that would help bring the existing ski area into better equilibrium and help the resort meet the ever-changing needs of their skier marketplace.

2.1 LIFTS

Three T-Bar surface lifts serve the existing terrain at Ísafjörður. While T-Bars have many benefits (e.g., better performance in windy condition; easier to evacuate), there are several drawbacks to them:

- Surface lifts are difficult to ride and can be tiring and/or uncomfortable. Ísafjörður's surface lifts are a contributing factor to the resort's low utilization rates—many skiers simply don't want to ride surface lifts.
- Surface lifts often delay or prevent the resort from opening, due to:
 - » Insufficient snow on the track beneath the lift;
 - » Time and effort required to clear out and groom the track before opening; and
 - » Periodic closures during the day for track grooming and maintenance.
- In short, the surface lift user experience is substandard, and they are operationally inefficient.

One of the most significant challenges facing skiers at Ísafjörður is that all skiers must ride the Sandfell lift to access the Midfell lift. The Sandfell lift is difficult to ride because it is very steep and narrow, and because the snow quality is often inadequate along the uphill track of the lift (as discussed above). Since most of the novice and intermediate ability level terrain is accessed by the Midfell lift, this circumstance presents an operational challenge.

Another problem is that snowfall below the 200-meter elevation line is unpredictable and limited. In warmer years, there is often no snow below this elevation. Since the base lodge and the bottom terminal of the Sandfell lift are below this elevation, access to much of the mountain is frequently impeded. Further, as surface lifts require sufficient snow cover to operate, the entire mountain's ski operation is dependent on sufficient snow cover at the lower elevations.

See Table 1 for specifications of the existing lifts.

TABLE 1. LIF	TABLE 1. LIFT SPECIFICATIONS - EXISTING CONDITIONS											
Lift Name	Top Elevation (m)	Bottom Elevation (m)	Vertical Rise (m)	Slope Length (m)	Average Grade (%)	Actual Capacity (pph)	Rope Speed (m/sec)	Carrier Spacing (m)				
Midfell	480	269	212	960	23%	700	2.5	12.86				
Sandfell	404	146	258	910	30%	700	2.5	12.86				
Barnalyftan	160	117	43	354	12%	700	2.5	12.86				

Top Elevation The elevation of the lift's top terminal. **Bottom Elevation** The elevation of the lift's bottom terminal. **Vertical Rise** The difference in elevation between the top and bottom terminals. Plan Length The length of the lift from top terminal to bottom terminal, as measured on the mapping (i.e., a two-dimensional measurement). The length of the lift, from top terminal to bottom terminal, as measured on the ground Slope Length (i.e., a three-dimensional measurement). The total hectares of terrain within a trail boundary. This may be determined by Geographic Information Slope Area Systems (GIS) measurement, or by a calculation utilizing the slope length and average width. The average slope gradient (in percent) of the terrain under the lift, from top terminal to bottom **Average Grade Hourly Capacity** The number of guest trips per hour accommodated by a lift (one ride for one guest = one guest trip). **Rope Speed** The speed that a lift can transport guests, as expressed in feet per minute. The distance in feet between each guest carrier (chair, gondola cabin). **Carrier Spacing**

2.2 TERRAIN

Specifications for the existing terrain are provided in Table 2.

The ski terrain at Ísafjörður is good, with varied terrain for all ability levels:

- The intermediate terrain off Midfell is the best terrain for most skiers, with quality ski runs of consistent grade from top to bottom. However, as discussed, there is no way to get to this terrain other than riding and skiing the Sandfell lift and terrain, which is challenging.
- The terrain off Sandfell is difficult with inconsistent grades it is steep at the top, very flat in the middle, and very steep at the bottom.
- The beginner terrain off Barnaliften is good, but too steep for first-time skiers. However, snow cover is often inconsistent due to the low elevation.
- The ski terrain is constrained by the unpredictable and limited snowfall below the 200-meter elevation line. In warmer years, early season, and late season, there is often no snow below this elevation. Since the base lodge and the bottom terminal of the Sandfell lift, and all the beginner terrain off Barnalyftn are below this elevation, access to much of the mountain is frequently impeded.

TABL	TABLE 1. TERRAIN SPECIFICATIONS - EXISTING CONDITIONS												
Trail	Top Elevation (m)	Bottom Elevation (m)	Vertical Drop (m)	Slope Length (m)	Average Width (%)	Slope Area (ha)	Average Grade (%)	Max Grade (%)	Ability Level				
1	427.1	268.8	158.2	543.6	41	2.2	31%	48%	Advanced				
2	427.1	268.3	158.9	574.5	36	2.1	29%	50%	Advanced				
3	417.9	269.8	148.1	625.9	31	1.9	24%	42%	Intermediate				
4	483.3	290.1	193.2	882.1	30	4.2	23%	35%	Intermediate				
6	484.0	269.0	215.0	1,458.1	21	3.0	15%	32%	Low Intermediate				
7	483.9	418.0	66.0	422.7	30	1.3	16%	25%	Intermediate				
10	400.3	270.5	129.8	1,030.6	29	1.5	13%	30%	Low Intermediate				
11	263.4	116.6	146.9	964.9	33	2.1	15%	24%	Low Intermediate				
12	139.1	119.8	19.3	165.1	35	1.6	12%	15%	Novice				
14	349.7	179.9	169.8	484.7	39	1.9	38%	51%	Advanced				
15	400.3	140.1	260.2	886.3	34	3.0	31%	57%	Expert				
				8,039		24.9							

Top Elevation The elevation at the beginning (top) of the trail.

Bottom Elevation The elevation at the end (bottom) of the trail.

Vertical Drop The difference in elevation between the beginning and end of the trail.

Slope Length The three-dimensional length of the trail centerline, from beginning of the trail to the end, as measured

on the ground or by use of 3D mapping technology.

Average Width The average width of the entire trail, from top to bottom. This may be determined by field

measurements, or by a calculation utilizing the given trail hectares and slope length.

Slope Area The total number of hectares of terrain occurring within a trail boundary. This may be determined by

GIS measurement, or by a calculation utilizing the slope length and average width.

Average Grade The average slope gradient (in percent) of the trail's centerline, from the beginning of the trail to the

end.

Maximum Grade The maximum gradient (in percent) occurring anywhere on the trail.

Skier Ability Level The following gradients were used to determine the skier ability level of the mountain terrain:

Beginner 8–12%

Novice to 25% (short pitches to 30%)
Low Intermediate to 35% (short pitches to 40%)
Intermediate to 45% (short pitches to 50%)
Advanced Intermediate to 55% (short pitches to 60%)
Expert over 55% (maximum of 80%)

Exceptions to these standards occur when access to a trail is limited to a higher ability level. For example, if a novice trail can only be accessed by a low intermediate trail, then it will be designated as a low intermediate trail rather than novice because it would be not readily accessible to the novice skier. Alternatively, if an otherwise intermediate trail contains a substantial pitch of 55 percent terrain, then the trail will be designated expert because only expert skiers can easily navigate the entire trail.

2.3 SNOWMAKING

Snowfall below the 200-meter elevation line is unpredictable and limited, particularly during low snow years, early season, and late season. As a result, snowmaking is critical in this lower mountain area, below the bottom terminal of Midfell.

The existing snowmaking system consists of a single fan gun which is not effective at making enough snow to make a meaningful impact on the ski operations. The fan gun is attached to a pump that is drawing water from the adjacent stream. The water source is unreliable because the hose can get dislodged or blocked, resulting in the fan gun not receiving any water. Since the fan gun requires power its positioning, and usefulness in terrain coverage, is limited by the location of the only available power source at the bottom terminal of the Sandfell lift.

2.4 SKIER DISTRIBUTION

For the purposes of this analysis, the distribution of available ski terrain is evaluated based on the percentage of skiers on terrain of each ability level. This approach takes into account both the hectares of available terrain for each ability level, as well as the acceptable skier density on that terrain (as a general rule, higher ability level terrain supports a lower density of skiers), and thereby determines the capacity of each ability level of terrain.

Existing skier distribution specifications are shown in Table 3 and Illustration 1.

TABLE 3. SKIER DISTRIBUTION BY ABILITY LEVELS - EXISTING CONDITIONS										
Ability Level	Trail Area Skier Capacity (guests)		Skier Distribution (%)	Skier Market (%)						
Beginner	0.0	0.0	0%	5%						
Novice	1.6	72.5	12%	15%						
Low Intermediate	6.6	232.6	37%	25%						
Intermediate	7.4	186.1	30%	35%						
Adv. Intermediate	6.2	105.0	17%	15%						
Expert	3.0	24.4	4%	5%						
Total	24.9	621	100%	100%						

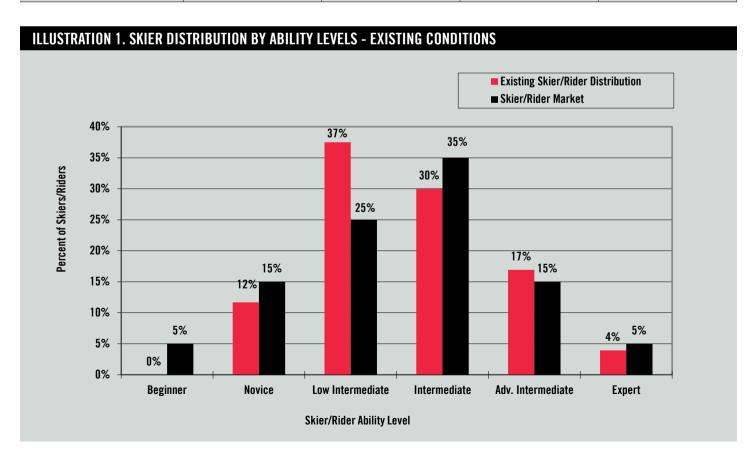


Table 3 and Illustration 1 compare Ísafjörður's skier distribution (expressed as percent of skiers) with the market demand for each ability level. Skier distribution is determined as follows:

• Each trail is designated by ability level, as listed in Table 2. Each ability level has a standard design density for the ideal number of skiers occupying each hectare of terrain at one time. The widely accepted density criteria for ski areas are as follows:

Beginner 60–90 skiers/ha
Novice 30–60 skiers/ha
Low Intermediate 20–50 skiers/ha
Intermediate 15–40 skiers/ha
Advanced Intermediate 10–25 skiers/ha
Expert 5–10 skiers/ha

- The number of hectares of terrain designated to each ability level is multiplied by the standard design density for each ability level.
- The total for each ability level is expressed as a percentage of the total number of skiers.
- This percentage (skier distribution) is then compared with the market demand for each ability level.

The available ski terrain should be capable of accommodating the full range of ability levels consistent with market demand. As shown in Illustration 1, the configuration of Ísafjörður currently provides a deficit of beginner and intermediate terrain, measured as a percentage of skiers at Ísafjörður.

- The lack of beginner terrain is a problem, as it makes teaching new skiers difficult.
- The shortage of Intermediate terrain is a problem, as the majority of skiers are Intermediate level skiers, so this restricts the largest group.

While the capacity of novice ski runs is only slightly below the recommended amount, only the terrain off of Barnalyftan is appropriate for this ability level, so there are limited options for novice level skiers. This is also a significant problem, as it severely impacts the novice experience.

There is also a deficit of expert terrain, making Ísafjörður a less attractive destination for expert level skiers.

2.5 COMFORTABLE CARRYING CAPACITY

CCC, defined in Section 1.3, is the single most important planning criterion for any ski resort. The calculation of Ísafjörður's current CCC is described in Table 4. The CCC of the existing lift and trail network at Ísafjörður is calculated at 480 guests per day. It is common for ski areas to experience peak days during which skier visitation exceeds the CCC by as much as 25 percent; however, ski areas should not consistently exceed their established CCC, as the quality of the recreational experience decreases considerably under this condition.

TABLE 4. CLASS	TABLE 4. CLASSIFICATION OF COMFORTABLE CARRYING CAPACITY - EXISTING CONDITIONS											
Lift Name	Slope Length (m)	Vertical Rise (m)	Actual Capacity (pph)	Load Efficiency (%)	Adjusted Hourly Capacity (pph)	VTM/Day (000)	Vertical Demand (m/day)	Daily CCC (guests)				
Midfell	960	212	700	10	630	933	4,600	200				
Sandfell	910	258	700	10	630	1,138	7,539	150				
Barnalyftan	354	43	700	10	630	192	1,506	130				
Total	2,225		2,100		1,890	2,263		480				

Operating Hours	The number of hours per day that the lift operates (not including night skiing).
Up-Mountain Access Role	The percentage of lift ridership used to access up-mountain facilities, as opposed to repeat-skiing the lift
Load Efficiency	The lift loading efficiency, for example, when lift has to stop due to a mis-load or unload.
Adjusted Hourly Capacity	The hourly capacity adjusted by reducing up-mountain access percentage and loading efficiency percentage.
Vertical Transport Feet per Day	The number of persons a lift can transport in a day. VTF/day is derived by multiplying a lift's uphill capacity (measured in persons per hour) by the lift's vertical rise (measured in feet), then by the number of hours the lift operates in a day.
Vertical Demand	The aggregate number of trails demanded on the resort's lifts multiplied by the vertical rise associated with those trails.
Comfortable Carrying Capacity	An optimal level of daily utilization for the ski area which guarantees a pleasant recreational experience, without overburdening the resort infrastructure.

2.6 DENSITY ANALYSIS

Specifications for the existing density analysis are shown in Table 5.

TABLE 5. SKI	TABLE 5. SKI TRAIL DENSITY ANALYSIS - EXISTING CONDITIONS											
			Guest Di	spersal			Density	y Analysis				
Lift Name	Daily Lift CCC	Support Facility/ Milling (guests)	Lift Lines (guests)	On Lift (guests)	On Trails (guests)	Terrain Area (ha)	Terrain Density (guests/ha)	Desired Trail Density (guests/ha)	Difference (+/-)	Density Index (%)		
Midfell	200	50	32	67	51	15.8	3	21	-18	14%		
Sandfell	150	38	32	64	16	7.5	2	15	-13	13%		
Barnalyftan	130	52	32	25	21	1.6	13	45	-32	29%		
Total	480	140	96	156	88	24.9	5	26	-20	21%		

Daily Lift CCC An optimal level of utilization for the ski area (the number of visitors that can be accommodated

at any given time) which guarantees a pleasant recreational experience, while at the same time

preserving the quality of the environment.

Support Facility/Milling
The number of aggregate skier population using guest facilities and milling areas.

Lift Lines The number of aggregate skier population actively waiting in lift lines.

On Lift The number of aggregate skier population actively riding a lift.

On Trails The number of aggregate skier population actively skiing.

Trail Area Hectares of trails servicing the referred lift.

Actual Trail Density Calculated on-trail density; calculated by dividing the number of guests on the trails by the amount

of trail area available.

Target Trail Density The product of the target density and the lift's trail distribution by ability level.

Difference Calculated trail density comparing actual trail density to target trail density. A negative number

indicates an actual trail density lower than target density; a positive number indicates an actual

trail density higher than target density.

Density Index The density comparison stated as a percentage. 100 percent density represents a balance between

actual density and target density, a percentage less than 100 indicates an actual trail density lower than target density, and a percentage higher than 100 indicates an actual trail density higher than

target density.

The calculation of capacity for a ski area is based in part on the target number of skiers that can be accommodated on each hectare of ski terrain at any given time. The widely accepted density criteria for ski areas are listed in previous sections regarding terrain and skier distribution.

These criteria calculate the number of skiers in lift lines, riding the lifts, or utilizing skier support services. The remainder are therefore on the ski runs themselves. That number is then divided by the amount of terrain available to get the skiers per hectare density. The densities listed above have been used in the analysis of Ísafjörður's trail densities.

The density index is a percentage comparison of the actual trail density with the target trail density. A 100 percent index represents a balance between the actual and target trail density. An index under 100 percent indicates that the actual trail density would be lower than the target trail density (i.e., uncrowded). An index above 100 percent indicates that the actual trail density would be higher than the target trail density (i.e., crowded). Table 5 indicates that all Ísafjörður trails are at or below the target trail density. In fact, the two primary lifts have densities that are far lower than target. The overall density index score shows that, overall, Ísafjörður's trails are about a quarter of target densities. This is a desirable situation, indicating that none of Ísafjörður's trails are typically over-crowded. However, this is also an indication that lift capacity can be increased without the need to add additional ski runs.

2.7 GUEST SERVICES

Table 6 shows the existing total available guest use space at the base lodge building, as well as the recommended amount of space for the number of people at the ski area.

TABLE 6. SPACE USE ANALYSIS - EXISTING CONDITIONS (RESORT TOTAL)									
Service Function	Existing	Recommended Range							
Service Fullction	Total	Low	High						
Ticket Sales/Guest Services	-	10	12						
Public Lockers	-	30	36						
Rentals/Repair	20	61	73						
Retail Sales	-	21	25						
Bar/lounge	-	32	38						
Adult Ski School	20	20	24						
Kid's Ski School	30	32	38						
Restaurant Seating	125	150	180						
Kitchen/Scramble	30	45	54						
Rest rooms	20	27	32						
Ski Patrol	-	17	20						
Administration	30	21	25						
Employee Lockers/Lounge	-	8	10						
Storage	15	21	25						
Circulation/Walls/Mechanical	25	64	77						
TOTAL SQUARE METERS	315	559	671						

2.8 FOOD SERVICE

The following table shows the existing number of restaurant seats at the base lodge building, as well as the recommended number of seats for the number of people at the ski area.

TABLE 7. RECOMMENDED RESTAURANT SEATS - EXISTING CONDITIONS									
	Base Area	Top of Mountain	Total Resort						
Lunchtime Capacity (CCC)	504	0	504						
Average Seat Turnover	2.5	3							
Existing Seats	50		50						
Required Seats	202	0	202						
Difference	-152	0	-152						
Existing Seating Capacity	125	0	125						

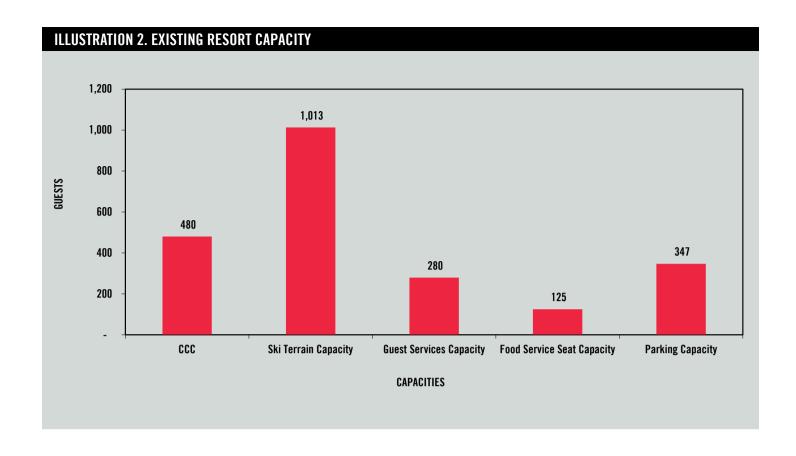
2.9 PARKING

The following table shows the existing number of parking spaces at the base area, as well as the recommended number of parking spaces for the number of people at the ski area. Note that additional cars can park along the road to the base area and up to the tunnel entrance.

TABLE 8. RECOMMENDED PARKING - EXISTING CONDITIONS								
	Multiplier	Total						
CCC + other guests		504						
Required car parking spaces	2.30	219						
Required employee car parking spaces		19						
Total required spaces		238						
Existing parking spaces		170						
surplus/deficit		-68						
proposed total spaces								
Existing parking capacity (guests)		347						

2.10 RESORT BALANCE AND LIMITING FACTORS

The overall balance of the existing ski area is evaluated by calculating the capacities of the resort's various facilities, as compared to the resort's CCC. The chart below shows that the ski area is not very well balanced. There is a large amount of ski terrain, and the parking capacity almost large enough for the number of skiers, but the guest services area is significantly too small, and the number of restaurant seats is far too low.



3.0 Upgrade Plan Full Build Out

3.1 SUMMARY

The upgrade plan will transform Ísafjörður into a much larger ski area, with a new, larger, consolidated base area that will bring the Alpine and Nordic ski centers together. A high-speed lift from the existing base are up to Sandfell summit, with a mid-station at the new base area, will provide year-round comfortable access between the most important parts of the resort. New lifts will provide more efficient access to not only the existing terrain, but also to expanded novice terrain, teaching terrain, expert terrain off Midfell Summit, and ski-racing runs. These new lifts and ski runs, along with the new base area, will address all of the existing deficiencies at Ísafjörður, making it a much improved ski area.

3.2 LIFTS

Ísafjörður would add three new chairlifts, one new (or re-purposed) surface lift, and three new teaching conveyors.

Lift 1 is a high-speed lift, which would provide the following benefits and functions:

- Out-of-base lift for both base areas, providing comfortable, fast access to the rest
 of the mountain for skiers of all ability levels.
- Solution to the problem of lower ability level skiers having to ride the Sandfell T-Bar to access the terrain off the Midfell lift.
- Access to the ski racing run to the east of Sandfell lift from the Sandfell Summit.
- With the mid-station, the lift could operate even when there is no snow at the
 existing base area. Skiers would just load the lift at the mid-station and ride to the
 top to access the rest of the ski area.
- The lift would also provide an excellent summer lift experience. Starting at the
 existing base area, visitors could ride the lift up to the Sandfell Summit, with
 beautiful views of the fjord, and access hiking and mountain biking trails at the top.

Lift 2 would be a fixed-grip chairlift, replacing the existing Midfell lift, and would provide the following benefits:

- Faster, easier, and more comfortable access to the most popular terrain on the mountain.
- Lowering the base terminal will provide access to significantly more ski terrain and improve skier circulation.
- Removing the T-Bar would also allow its existing track to be skied, providing an additional ski run.
- Removing the T-Bar would also allow Lift 2 to be operated more frequently and with higher assurance, as it wouldn't be dependent on sufficient snow on the up track.

Lift 3 would be a chairlift providing access to the new beginner and novice skiing terrain in that area.

Lift 4 would unload at the top of Midfell Summit, allowing advanced and expert skiers to access the steep terrain in that area.

Specifications for the proposed lifts are provided in Table 6.

TABLE 9. LIFT S	TABLE 9. LIFT SPECIFICATIONS - UPGRADE PLAN												
Lift Name	Top Elevation (m)	Bottom Elevation (m)	Vertical Rise (m)	Slope Length (m)	Average Grade (%)	Actual Capacity (pph)	Rope Speed (m/sec)	Carrier Spacing (m)					
Lift 1/DC4	444	117	327	1,371	25%	2,000	5.0	36					
Lift 2/C3	484	240	244	1,104	23%	1,800	2.5	15					
Lift 3/C3	470	358	112	676	17%	1,800	2.5	15					
Lift 4/Surface	594	485	109	427	27%	1,200	3	15					
Conveyor 1	358	350	8	73	11%	600	0.6	3.6					
Conveyor 2 New Base Area	346	342	4	67	6%	600	0.6	3.6					
Conveyor 3 Barnalyftan	132	121	11	103	10%	600	0.6	3.6					

3.3 TERRAIN

New ski runs would be developed in conjunction with the new lifts, particularly from the top of Sandfell Summit (the area around the new Lift 3) and off Midfell Summit.

Since the uphill lift capacity would increase significantly with these additions, a corresponding quantity of new ski runs would also have to be developed. The existing ski run capacity is higher than lift capacity, so the amount of new terrain doesn't have to be increased at the same percentage.

The increases in terrain are focused on the categories identified as having shortages – novice and expert terrain in particular.

- All ski runs off Lift 3 would be novice level, providing an excellent and extensive experience for novice skiers.
- All ski runs off Lift 4 are expert level, providing challenging and interesting terrain for expert level skiers.

As discussed, another racing run would be built off Lift 2.

Table 10 and the upgrade plan map detail the specifications of the planned ski runs.

TABL	E 10. TERRA	IN SPECIFIC	ATIONS - UP	GRADE PLAN					
Trail	Top Elevation (m)	Bottom Elevation (m)	Vertical Drop (m)	Slope Length (m)	Average Width (%)	Slope Area (ha)	Average Grade (%)	Max Grade (%)	Ability Level
1	427.1	268.8	158.2	543.6	41	2.2	31%	48%	Advanced
2	427.1	268.3	158.9	574.5	36	2.1	29%	50%	Advanced
3	417.9	269.8	148.1	625.9	31	1.9	24%	42%	Intermediate
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7	483.9	418.0	66.0	422.7	30	1.3	16%	25%	Intermediate
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14	349.7	179.9	169.8	484.7	39	1.9	38%	51%	Advanced
15	400.3	140.1	260.2	886.3	34	3.0	31%	57%	Expert
1_A	444.0	353.4	90.6	578.5	40	2.3	17%	40%	Intermediate
1_B	444.0	401.3	42.7	362.4	43	1.6	12%	26%	Low Intermediate
1_C	443.1	396.1	47.0	410.6	41	1.7	12%	28%	Low Intermediate

TABLE 10. TERRAIN SPECIFICATIONS - UPGRADE PLAN (CONT.)											
Trail	Top Elevation (m)	Bottom Elevation (m)	Vertical Drop (m)	Slope Length (m)	Average Width (%)	Slope Area (ha)	Average Grade (%)	Max Grade (%)	Ability Level		
1_D Lower	415.8	372.8	43.0	331.0	43	1.4	13%	25%	Novice		
1_D Upper	444.0	419.6	24.4	271.6	49	1.3	9%	17%	Novice		
1_E	352.7	118.4	234.3	1,179.9	45	5.3	32%	105%	Expert		
1_F	383.1	360.0	23.0	120.8	43	0.5	19%	36%	Intermediate		
2_A	484.0	406.3	17.1	694.9	32	2.2	12%	27%	Low Intermediate		
2_B	424.7	247.7	176.9	767.8	44	3.4	28%	77%	Expert		
2_C	417.9	338.1	79.8	642.1	34	2.2	13%	31%	Low Intermediate		
2_D	300.7	240.9	59.8	195.6	48	0.9	45%	59%	Expert		
3_A	470.0	375.9	94.1	738.9	25	1.9	13%	25%	Novice		
3_B	448.8	355.7	93.1	970.0	20	1.9	10%	13%	Novice		
3_C	392.9	358.8	34.1	298.2	38	1.1	12%	23%	Novice		
3_D	356.6	343.8	12.9	144.5	27	0.4	9%	11%	Beginner		
3_E	470.0	408.0	62.0	498.6	32	1.6	13%	22%	Novice		
3_F	462.8	403.5	59.4	391.7	27	1.0	15%	22%	Novice		
3_G	456.7	419.9	36.8	238.4	34	0.8	16%	19%	Novice		
3_H	406.3	358.3	47.9	552.7	32	1.8	9%	16%	Novice		
4_A	594.0	484.7	109.4	618.8	34	2.1	21%	82%	Expert		
4_B	582.4	485.4	97.0	1,174.8	35	4.1	31%	105%	Expert		
4_C	556.8	429.5	127.3	538.9	33	1.8	26%	56%	Expert		
4_D	490.8	459.7	31.1	199.7	45	0.9	16%	21%	Novice		
4_E	594.0	484.5	109.5	734.8	33	2.4	16%	64%	Expert		
4_F	594.0	486.0	108.0	460.0	35	1.6	28%	71%	Expert		
4_G	484.3	483.2	1.1	106.6	19	0.2	1%	2%	Beginner		
Carpet 1 Terrain	357.7	349.9	7.9	72.5	35	0.3	6%	6%	Beginner		
Carpet 2 Terrain	346.0	341.9	4.1	66.8	30	0.2	10%	10%	Beginner		
Total				21,400		71.3					

3.4 SNOWMAKING

A robust snowmaking system is proposed for Isafjordur, to allow the ski area to open and operate reliably during low snow years, warm periods, and early and late season. This system will allow for terrain coverage below 200 meters in elevation, and on the key ski runs and circulation routes that will ensure the ski area can operate all primary lifts, top-to-bottom.

The total area of proposed snowmaking is 15.2 hectares.

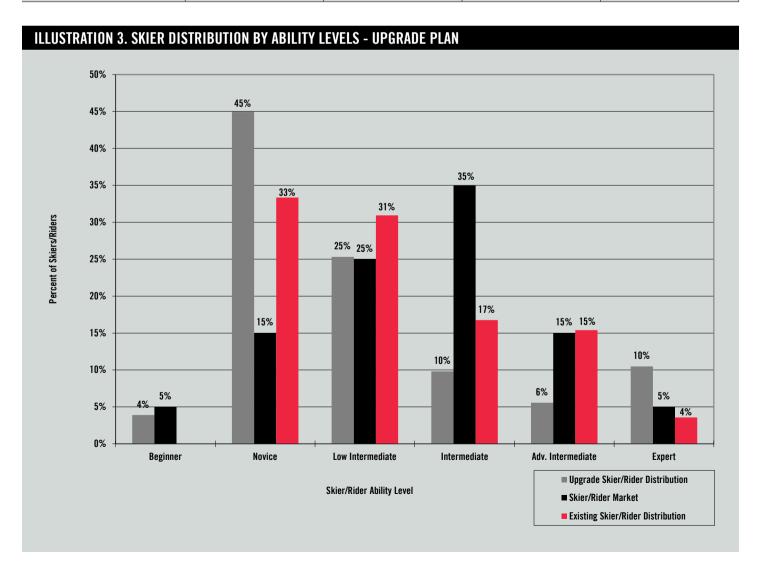
A network of buried water pipes and power lines would be installed to distribute water and power to the areas of snowmaking coverage, allowing for the use of fan guns.

The water for the snowmaking would be supplied from the stream, with a holding pond to be created off the stream to address the existing limitation of pulling water directly from the stream flow.

3.5 SKIER DISTRIBUTION

Specifications for the proposed skier distribution are shown in Table 11 and Illustration 3. As shown, the expanded trail network would provide more terrain of all ability levels, with an emphasis on novice and expert terrain. This mix provides a wide variety of terrain and ability levels, consistent with market demand.

TABLE 11. SKIER DISTRIBU	TION BY ABILITY LEVELS	TABLE 11. SKIER DISTRIBUTION BY ABILITY LEVELS - UPGRADE PLAN												
Ability Level	Trail Area (ha)	Skier Capacity (guests)	Skier Distribution (%)	Skier Market (%)										
Beginner	1.0	73.3	4%	5%										
Novice	18.8	847.4	45%	15%										
Low Intermediate	13.6	477.1	25%	25%										
Intermediate	7.4	184.7	10%	35%										
Adv. Intermediate	6.2	105.0	6%	15%										
Expert	24.7	197.5	10%	5%										
Total	71.8	1,885	100%	100%										



3.6 COMFORTABLE CARRYING CAPACITY

The calculation of Ísafjörður's CCC under the Upgrade Plan is described in Table 12. As illustrated, the planned expansion would increase the CCC of the lift and trail network at Ísafjörður to 2,830 guests per day. This is a large increase and would allow Ísafjörður to hold larger numbers of skiers and host races and events.

TABLE 12. CLASSIFICATION OF COMFORTABLE CARRYING CAPACITY - UPGRADE PLAN										
Lift Name	Slope Length (m)	Vertical Rise (m)	Actual Capacity (pph)	Load Efficiency (%)	Adjusted Hourly Capacity (pph)	VTM/Day (000)	Vertical Demand (m/day)	Daily CCC (guests)		
Lift 1/DC4	1,371	327	2,000	5	1,900	4,352	4,876	890		
Lift 2/C3	1,104	244	1,800	10	1,620	2,767	3,574	770		
Lift 3/C3	676	112	1,800	15	1,530	1,199	1,703	700		
Lift 4/Surface	427	109	1,200	5	1,140	872	4,397	200		
Conveyor 1	73	8	600	5	570	31	372	80		
Conveyor 2 New Base Area	67	4	600	5	570	16	203	80		
Conveyor 3 Barnalyftan	103	11	600	5	570	42	396	110		
Total	3,820		8,600		7,900	9,279		2,830		

3.7 DENSITY ANALYSIS

Density analysis specifications are described in Table 13. The significant increase in lift capacity would help balance more closely with the ski run capacity, as shown by the improved density of 73 percent.

TABLE 13. SKI	TABLE 13. SKI TRAIL DENSITY ANALYSIS - UPGRADE PLAN												
	Daily Lift CCC		Guest Di	spersal			Densit	y Analysis					
Lift Name		Support Facility/ Milling (guests)	Lift Lines (guests)	On Lift (guests)	On Trails (guests)	Terrain Area (ha)	Terrain Density (guests/ha)	Desired Trail Density (guests/ha)	Difference (+/-)	Density Index (%)			
Lift 1/DC4	890	223	95	145	427	23.0	19	24	-5	79%			
Lift 2/C3	770	193	81	199	297	23.4	13	26	-13	50%			
Lift 3/C3	700	175	77	115	333	11.2	30	46	-16	65%			
Lift 4/Surface	200	50	38	54	58	13.1	4	12	-8	35%			
Conveyor 1	80	32	19	19	10	0.3	40	70	-30	57%			
Conveyor 2 New Base Area	80	32	19	18	11	0.2	55	70	-15	79%			
Conveyor 3 Barnalyftan	110	44	19	27	20	0.6	35	45	-10	78%			
Total	2,830	749	348	577	1,156	71.8	21	33	-11	65%			

3.8 GUEST SERVICES

The total amount of guest service facilities would be built based on the planned skier capacity. While no detailed design has been completed for the new mid-base area yet, it is anticipated that the facility would be within the recommended size range.

No changes are proposed for the existing base area. Its size and location would remain the same, and it would act as a secondary access and parking area.

TABLE 14. SPACE USE ANALYSIS - UPGRADE PLAN (NEW MID-MOUNTAIN BASE AREA)									
Camira Function	Existing	Recommen	nded Range						
Service Function	Total	Low	High						
Ticket Sales/Guest Services	-	50	60						
Public Lockers	-	150	180						
Rentals/Repair	-	300	370						
Retail Sales	-	90	110						
Bar/lounge	-	150	190						
Adult Ski School	-	80	90						
Kid's Ski School	-	150	190						
Restaurant Seating	-	730	900						
Kitchen/Scramble	-	220	270						
Rest rooms	-	130	160						
Ski Patrol	-	80	100						
Administration	-	110	130						
Employee Lockers/Lounge	-	40	50						
Storage	-	100	150						
Circulation/Walls/Mechanical	-	310	460						
TOTAL SQUARE METERS	-	2,690	3,410						

TABLE 15. SPACE USE ANALYSIS - UPGRADE PLAN (RESORT TOTAL)										
Coming Founding	Existing	Recommer	nded Range							
Service Function	Total	Low	High							
Ticket Sales/Guest Services	-	59	71							
Public Lockers	-	177	212							
Rentals/Repair	20	354	435							
Retail Sales	-	115	140							
Bar/lounge	-	187	234							
Adult Ski School	20	100	114							
Kid's Ski School	30	188	236							
Restaurant Seating	125	879	1,079							
Kitchen/Scramble	30	265	324							
Rest rooms	20	157	192							
Ski Patrol	-	97	120							
Administration	30	129	153							
Employee Lockers/Lounge	-	47	58							
Storage	15	121	175							
Circulation/Walls/Mechanical	25	374	537							
TOTAL SQUARE METERS	315	3,249	4,081							

3.9 FOOD SERVICE

The new mid-base facility would need to have around 700 restaurant seats to meet the projected demand.

TABLE 16. RECOMMENDED RESTAU	RANT SEATS - UPGRADE PLAN		
	Base Area	New Mid-Base	Total Resort
Lunchtime Capacity (CCC+5% additional guests)	501	2,470	2,972
Nordic Skiers		150	150
Total Guests	501	2,620	3,122
Average Seat Turnover	4.5	4.75	
Existing Seats	50		50
Required Seats	111	552	663
Difference	-61	-552	-613

3.10 PARKING

At full buildout of the Master Plan, 1,152 parking spaces will be required to accommodate the increased alpine capacity:

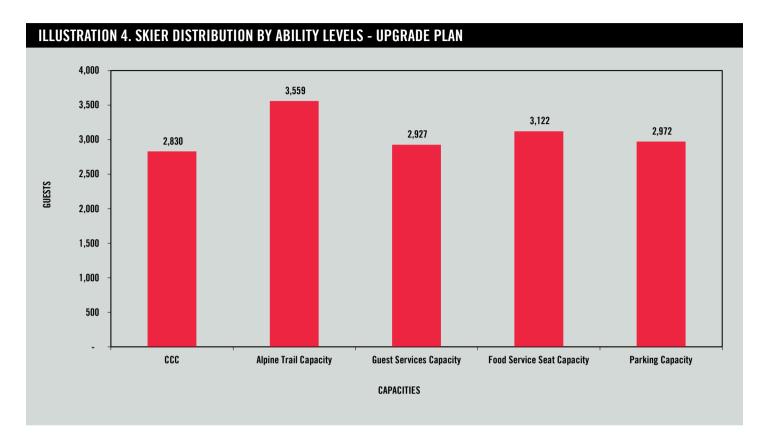
- 450 spaces in the main Mid-mountain parking lots, with a future expansion potential of an additional 300 spaces to be located between the new Mid-mountain base area and the old Nordic base area.
- 170 existing spaces in the lower alpine base area parking lots, with a future expansion potential of an additional 200 spaces.

It is anticipated that 20 percent of all guests will arrive at the ski area via a town shuttle bus. At the completed implementation of the Master Plan this number may need to be increased to offset any remaining deficit in parking at the ski area.

TABLE 17. RECOMMENDED PARKING - UPGRADE PLAN									
	Multiplier	Existing Base	New Mid-Base	Total					
CCC + Nordic guests				2,972					
% parking at portal		15%	85%						
# parking at portal		446	2,526	2,972					
net # requiring parking		446	2,526	2,972					
# of guests arriving by car	80%	357	2,021	2,377					
# of guests arriving by town shuttle bus	20%	89	505	594					
Required car parking spaces	2.30	155	879	1,034					
Required employee car parking spaces		18	101	119					
Total required spaces		173	980	1,152					
Existing parking spaces		170	450	620					
surplus/deficit		-3	-530	-532					
Existing parking capacity (guests)				2,972					

3.11 RESORT BALANCE AND LIMITING FACTORS

As shown in Illustration 4, the capacities of the resort's various facilities would be aligned with each other, creating a well-balanced resort.



4.0 Upgrade Plan Phase 1

4.1 SUMMARY

The plan, as described in the following section, is designed for phased construction. Phase 1 of the Upgrade Plan details an initial step in implementation of the ski area plan.

4.2 LIFTS

In Phase 1, Ísafjörður would:

- Construct Lift 1, providing the biggest positive impact of the plan.
- Move the existing Barnalyften to the Lift 3 location, providing inexpensive access to that novice and teaching terrain.
- Continue to use the existing Midfell T-Bar lift.
- Not implement Lift 4 to the top of Midfell Summit.

Specifications for the Phase 1 lifts are described in Table 18.

TABLE 18. LIFT	TABLE 18. LIFT SPECIFICATIONS - UPGRADE PLAN PHASE 1											
Lift Name	Top Elevation (m)	Bottom Elevation (m)	Vertical Rise (m)	Slope Length (m)	Average Grade (%)	Actual Capacity (pph)	Rope Speed (m/sec)	Carrier Spacing (m)				
Lift 1/DC4	444	117	327	1,371	25%	2,000	5.0	36				
Lift 3/C3	470	358	112	676	17%	700	2.5	39				
Lift 4/Surface	358	350	8	73	11%	600	0.6	3.6				
Conveyor 1	346	342	4	67	6%	600	0.6	3.6				
Conveyor 2 New Base Area	480	269	212	960	23%	700	2.5	26				
Midfell/Surface	132	121	11	103	10%	600	0.6	3.6				

4.3 TERRAIN

Specifications for the Phase 1 ski runs are described in Table 19.

TABLE 1	9. TERRAIN S	SPECIFICATION	ONS - UPGRA	DE PLAN PH	ASE 1				
Trail	Top Elevation (m)	Bottom Elevation (m)	Vertical Drop (m)	Slope Length (m)	Average Width (%)	Slope Area (ha)	Average Grade (%)	Max Grade (%)	Ability Level
1	427.1	268.8	158.2	543.6	41	2.2	31%	48%	Advanced
2	427.1	268.3	158.9	574.5	36	2.1	29%	50%	Advanced
3	417.9	269.8	148.1	625.9	31	1.9	24%	42%	Intermediate
4	483.3	290.1	193.2	882.1	48	4.2	23%	35%	Intermediate
6	484.0	269.0	215.0	1,458.1	21	3.0	15%	32%	Low Intermediate
7	483.9	418.0	66.0	422.7	30	1.3	16%	25%	Intermediate
10	400.3	270.5	129.8	1,030.6	15	1.5	13%	30%	Low Intermediate
11	263.4	116.6	146.9	964.9	22	2.1	15%	24%	Low Intermediate
12	139.1	119.8	19.3	165.1	98	1.6	12%	15%	Novice
14	349.7	179.9	169.8	484.7	39	1.9	38%	51%	Advanced
15	400.3	140.1	260.2	886.3	34	3.0	31%	57%	Expert
1_A	444.0	353.4	90.6	578.5	40	2.3	17%	40%	Intermediate
1_B	444.0	401.3	42.7	362.4	43	1.6	12%	26%	Low Intermediate
1_C	443.1	396.1	47.0	410.6	41	1.7	12%	28%	Low Intermediate
1_D Lower	415.8	372.8	43.0	331.0	43	1.4	13%	25%	Novice
1_D Upper	444.0	419.6	24.4	271.6	49	1.3	9%	17%	Novice
1_E	352.7	118.4	234.3	1,179.9	45	5.3	32%	105%	Expert
1_F	383.1	360.0	23.0	120.8	43	0.5	19%	36%	Intermediate
2_A	484.0	406.3	77.7	694.9	32	2.2	12%	27%	Low Intermediate
2_B	424.7	247.7	176.9	767.8	44	3.4	28%	77%	Expert
2_C	417.9	338.1	79.8	642.1	34	2.2	13%	31%	Low Intermediate
2_D	300.7	240.9	59.8	195.6	48	0.9	45%	59%	Expert
3_A	470.0	375.9	94.1	738.9	25	1.9	13%	25%	Novice
3_B	448.8	355.7	93.1	970.0	20	1.9	10%	13%	Novice
3_C	392.9	358.8	34.1	298.2	38	1.1	12%	23%	Novice

TABLE 1	TABLE 19. TERRAIN SPECIFICATIONS - UPGRADE PLAN PHASE 1 (CONT.)											
Trail	Top Elevation (m)	Bottom Elevation (m)	Vertical Drop (m)	Slope Length (m)	Average Width (%)	Slope Area (ha)	Average Grade (%)	Max Grade (%)	Ability Level			
3_D	356.6	343.8	12.9	144.5	27	0.4	9%	11%	Beginner			
3_E	470.0	408.0	62.0	498.6	32	1.6	13%	22%	Novice			
3_F	462.8	403.5	59.4	391.7	27	1.0	15%	22%	Novice			
3_G	456.7	419.9	36.8	238.4	34	0.8	16%	19%	Novice			
3_H	406.3	358.3	47.9	552.7	32	1.8	9%	16%	Novice			
Carpet 1 Terrain	357.7	349.9	7.9	72.5	35	0.3	6%	6%	Beginner			
Carpet 2 Terrain	346.0	341.9	4.1	66.8	30	0.2	0%	10%	Beginner			
				17,566		58.7						

4.4 SNOWMAKING

A small, but modern and effective snowmaking system is proposed for Phase 1, to allow the ski area to open and operate reliably during low snow years, warm periods, and early and late season. This system will allow for coverage of all the area below 200 meters in elevation. While the new Mid-mountain Base Area makes the need for the system less critical than under existing conditions, it remains important for skiers to be able to access the existing Alpine base area, as well as the base of the new lift.

The total area of proposed Phase 1 snowmaking is 3.7 hectares.

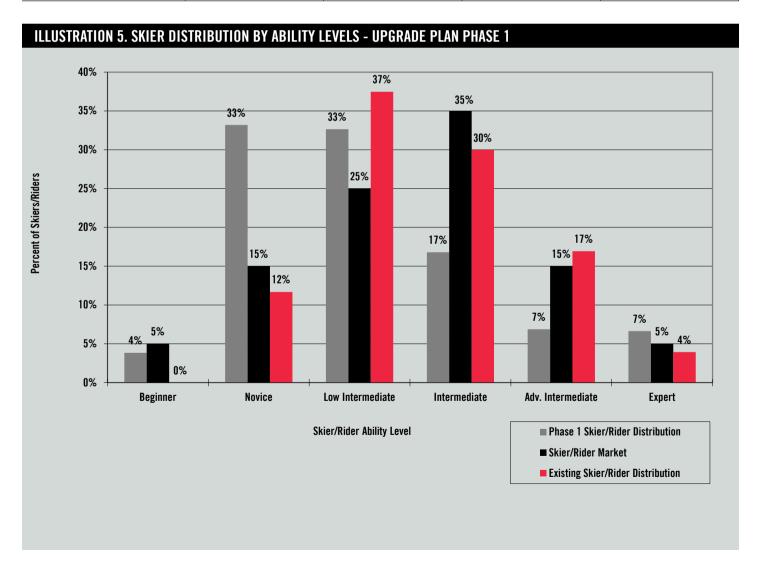
A network of buried water pipes and power lines would be installed to distribute water and power to the areas of snowmaking coverage, allowing for the use of fan guns.

The water for the snowmaking would be supplied from the stream, with a holding pond to be created off the stream to address the existing limitation of pulling water directly from the stream flow.

4.5 SKIER DISTRIBUTION

Specifications for the Phase 1 skier distribution are described in Table 20 and Illustration 5.

TABLE 20. SKIER DISTRIBUTION BY ABILITY LEVELS - UPGRADE PLAN PHASE 1							
Ability Level	Trail Area (ha)	Skier Capacity (guests)	Skier Distribution (%)	Skier Market (%)			
Beginner	0.8	58.8	4%	5%			
Novice	14.5	506.9	33%	15%			
Low Intermediate	14.2	498.7	33%	25%			
Intermediate	10.3	256.6	17%	35%			
Adv. Intermediate	6.2	105.0	7%	15%			
Expert	12.7	101.5	7%	5%			
Total	58.7	1,528	100%	100%			



4.6 COMFORTABLE CARRYING CAPACITY

The calculation of Ísafjörður's CCC under Phase 1 is described in Table 21. The planned Phase 1 expansion would increase the CCC of the lift and trail network at Ísafjörður to 1,520 guests per day.

TABLE 21. CLASSIFICATION OF COMFORTABLE CARRYING CAPACITY - UPGRADE PLAN PHASE 1								
Lift Name	Slope Length (m)	Vertical Rise (m)	Actual Capacity (pph)	Load Efficiency (%)	Adjusted Hourly Capacity (pph)	VTM/Day (000)	Vertical Demand (m/day)	Daily CCC (guests)
Lift 1/DC4	1,371	327	2,000	5	1,900	4,352	4,876	890
Lift 3/C3	676	112	700	15	595	466	1,703	270
Conveyor 1	73	8	600	5	570	31	372	80
Conveyor 2 New Base Area	67	4	600	5	570	16	203	80
Midfell/Surface	960	212	700	10	630	933	4,600	200
Total	3,146		4,600		4,265	5,798		1,520

4.7 DENSITY ANALYSIS

Specifications for the Phase 1 density analysis are described in Table 22. This represents an improvement over the existing scenario, but not as good as the full plan.

TABLE 22. SKI TRAIL DENSITY ANALYSIS - UPGRADE PLAN PHASE 1										
		Guest Dispersal				Density Analysis				
Lift Name	Daily Lift CCC	Support Facility/ Milling (guests)	Lift Lines (guests)	On Lift (guests)	On Trails (guests)	Terrain Area (ha)	Terrain Density (guests/ha)	Desired Trail Density (guests/ha)	Difference (+/-)	Density Index (%)
Lift 1/DC4	890	223	95	145	427	22.5	19	22	-3	86%
Lift 3/C3	270	68	30	45	127	11.2	11	36	-25	31%
Conveyor 1	80	32	19	19	10	0.3	40	70	-30	57%
Conveyor 2 New Base Area	80	32	19	18	11	0.2	55	70	-15	79%
Midfell/Surface	200	50	32	67	51	24.5	2	24	-22	8%
Total	1,520	405	195	294	626	58.7	18	30	-11	62%

4.8 GUEST SERVICES

In Phase 1, the new mid-base area would be built, but likely not to the capacity of the full plan. Specifications for Phase 1 guest services space usage are described in Tables 23 and 24.

TABLE 23. SPACE USE ANALYSIS - UPGRADE PLAN PHASE 1 (NEW MID-MOUNTAIN BASE AREA)							
Service Function	Existing Total	Recommended Range					
Service Function		Low	High				
Ticket Sales/Guest Services	-	30	30				
Public Lockers	-	80	100				
Rentals/Repair	-	160	200				
Retail Sales	-	50	60				
Bar/lounge	-	60	80				
Adult Ski School	-	40	50				
Kid's Ski School	-	80	100				
Restaurant Seating	-	300	370				
Kitchen/Scramble	-	90	110				
Rest rooms	-	60	70				
Ski Patrol	-	30	40				
Administration	-	60	70				
Employee Lockers/Lounge	-	20	30				
Storage	-	50	70				
Circulation/Walls/Mechanical	-	140	220				
TOTAL SQUARE METERS	-	1,250	1,600				

TABLE 24. SPACE USE ANALYSIS - UPGRADE PLAN PHASE 1 (RESORT TOTAL)						
Service Function	Existing	Recommended Range				
	Total	Low	High			
Ticket Sales/Guest Services	-	35	36			
Public Lockers	-	94	117			
Rentals/Repair	20	189	235			
Retail Sales	-	63	76			
Bar/lounge	-	80	104			
Adult Ski School	20	50	62			
Kid's Ski School	30	100	124			
Restaurant Seating	125	471	575			
Kitchen/Scramble	30	142	172			
Rest rooms	20	91	107			
Ski Patrol	-	49	63			
Administration	30	70	82			
Employee Lockers/Lounge	-	24	35			
Storage	15	68	92			
Circulation/Walls/Mechanical	25	194	285			
TOTAL SQUARE METERS	315	1,720	2,164			

4.9 FOOD SERVICE

Specifications for the Phase 1 restaurant seating are set forth in Table 25.

TABLE 25. RECOMMENDED RESTAURANT SEATS - UPGRADE PLAN PHASE 1						
	Base Area	New Mid-Base	Total Resort			
Lunchtime Capacity (CCC+5% additional guests)	575	1,021	1,596			
Nordic Skiers		150	150			
Total Guests	575	1,171	1,746			
Average Seat Turnover	4.5	4.75				
Existing Seats	50		50			
Required Seats	128	215	343			
Difference	-78	-215	-293			
Upgrade Seating Capacity	575	1,021	1,596			

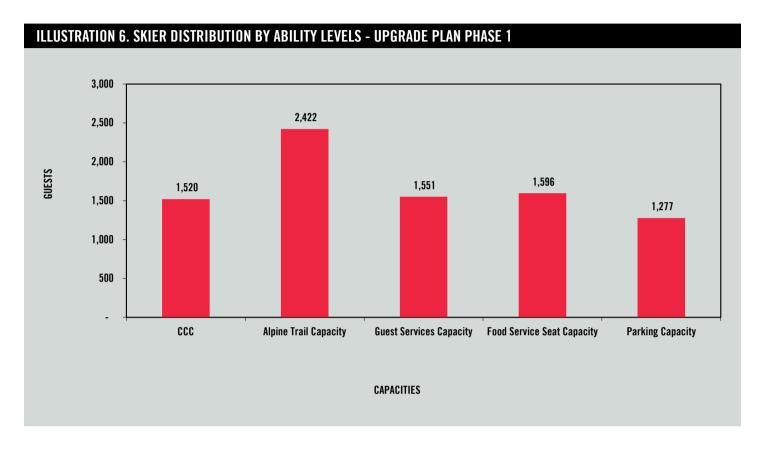
4.10 PARKING

Specifications for Phase 1 parking requirements are described in Table 26.

TABLE 26. RECOMMENDED PARKING - UPGRADE PLAN PHASE 1								
	Multiplier	Existing Base	New Mid-Base	Total				
CCC + Nordic guests				1,596				
% parking at portal		20%	80%					
# parking at portal		319	1,277	1,596				
net # requiring parking		319	1,277	1,596				
# of guests arriving by car	80%	255	1,021	1,277				
# of guests arriving by town shuttle bus	20%	64	255	319				
Required car parking spaces	2.30	111	444	555				
Required employee car parking spaces		51	13	64				
Total required spaces		162	457	619				
Existing parking spaces		170	450	620				
surplus/deficit		8	-7	1				
Existing parking capacity (guests)				1,277				

4.11 RESORT BALANCE AND LIMITING FACTORS

By building much of the newly planned ski terrain, but not yet upgrading all the lifts, there would be a bit of an imbalance at the ski area, with a higher ski run capacity than CCC. Additionally, the guest services facilities would be built to scale of the planned Phase 1 CCC (1,520 guests per day).



5.0 Future Expansion Potential

There is an opportunity to significantly expand Ísafjörður beyond the Master Plan. Adding an additional lift on the south side of the valley could make the ski area larger and more diverse. Envisioned as a high-speed lift, this lift could provide access to a large amount of additional ski terrain. A small café facility could be built at the top of the lift. This lift could be used year-round, providing spectacular views of the town and fjord.

While the capacity and size of this lift and associated facilities has not be determined as a part of this Master Plan, it could provide a large expansion if future skier visitation warrants additional lift and terrain capacity. The lift itself would be about 2,000 meters in length and would provide access to about 200 hectares of additional skiing, including a significant amount of "side-country" to add variety to the Alpine ski experience.

6.0 Figures

