

Marble Mountain Development Corporation

Business Plan 2020-2023

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Message from the Chair

As interim Board Chair of the Marble Mountain Development Corporation (MMDC), I am pleased to submit the Business Plan for the Board for the next three fiscal years 2020-2023. This Plan is prepared in accordance with the **Transparency and Accountability Act**, pursuant to which the Corporation has been categorized as a category 2 government entity and requires the preparation of a multi-year performance-based plan. In developing this plan, the strategic directions of the Provincial Government applicable to the Department of Tourism, Culture, Arts and Recreation were considered.

Due to the ongoing COVID-19 pandemic, the MMDC is facing challenges to normal operations for 2021. Plans are in place for the upcoming 2021 ski season, and I commend the staff for working within public health guidelines to offer recreational skiing this winter.

My signature below is indicative of the Board's accountability for the preparation of the plan and for the achievement of the identified goal and objectives.

Sincerely,

A handwritten signature in black ink, appearing to read 'Carmela Murphy', written in a cursive style.

Carmela Murphy
Transitional Board Chair

Overview

The MMDC was established as a Crown corporation in April 1988 to plan and oversee the development of Marble Mountain as a destination attraction with the potential for multi-season operations. MMDC has operated for the past two decades focussed primarily on skiing but also offering year round as well as operating the Marble Villa. Due to the COVID 19 pandemic, Marble Mountain closed early on March 13, 2020. In preparing an operational plan for 2021, MMDC determined its immediate line of business to be offering a recreational ski experience. Marble's lines of business and future opportunities will be reviewed post the 2021 ski season.

Mandate

The mandate of the MMDC is to promote the Marble Mountain resort area to local users, visitors to the province, and potential business operators. It also supports the development of the lands and facilities for commercial tourism operations by private interests.

Primary Clients

The MMDC identifies its primary clients as those individuals, groups, or organizations who are the principal users and/or beneficiaries of the Corporation's lines of business, and includes alpine sports enthusiasts, private industry, special event attendees, and the non-skiing public requiring food and beverage.

Employees

The MMDC's management team consists of two full-time employees who oversee the year-round operation of the resort and three seasonal full-time managers who assist in overseeing winter operations. The MMDC also employs approximately 145 seasonal staff annually, the majority during the winter season.

Board of Directors

The MMDC is governed by a Board of Directors appointed by the Lieutenant-Governor in Council in accordance with the requirements of the **Corporations Act**. The Board has by-laws to guide its operations and is accountable to the Provincial Government through the Minister of Tourism, Culture, Arts and Recreation. The Corporation is under the guidance of a transitional board. As of September 30, 2020, the Board consisted of:

- Interim Chairperson
 - Carmela Murphy, Department of Tourism, Culture, Arts and Recreation
- Representatives from the Department of Industry, Energy and Technology:
 - Brent Decker
 - Carol-Ann Gilliard
 - Jeff Mercer
 - Gillian Skinner
- Representative from the Department of Finance:
 - Doug Trask

Budget

The MMDC annual budget for fiscal 2020-21 is \$906,400 plus \$400,000 for capital infrastructure.

Horizontal Initiatives

The MMDC is working with local businesses to partner on packages and services for the 2021 season.

Physical Location

Exit #8, Trans Canada Highway
Steady Brook, NL A2H 2N2

Contact Information:

P.O. Box 947

Corner Brook, NL A2H 6J2

Telephone: (709) 6377601

Toll Free:-1-888-462-7253

Website:www.skimarble.com

Strategic Issue

Supporting Operations

The Corporation faces both continuing and new challenges, such as the ongoing COVID-19 pandemic. From an operational perspective, the MMDC is experiencing the same pressures as any predominately winter-season resort; increased global competition for visitor dollars; continuing high infrastructure and operating costs; the impacts of climate change; and changing demographics that are reshaping market size and preferences.

The Board will continue to work with its public partners. The MMDC will report on the objective below, in its annual reports, for each fiscal year of this plan (2020-21, 2021-22 and 2022-23).

Goal

By April 30, 2023, the MMDC will have supported the operation of Marble Mountain.

Goal Indicator

- Supported initiatives for the operation of Marble Mountain.

Objective 2020-2021

By April 30, 2021, the MMDC will have provided a recreational ski experience for the public.

Indicators

- Undertook activities to support the operation of the ski hill at the Marble Mountain.

