



**Marble Mountain Development  
Corporation**

**Business Plan 2023-2026**

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# Message from the Chair

In accordance with the **Transparency and Accountability Act** requirements for category 2 government entities, I am pleased to present the 2023-2026 business plan for the Marble Mountain Development Corporation (MMDC). The plan is developed by taking into consideration the strategic directions of the Provincial Government applicable to the Department of Tourism, Culture, Arts and Recreation.

The MMDC is actively engaged in a four-season resort transition process, and I am pleased that the Board and Marble Mountain staff are pursuing innovative initiatives to bring enhanced year round recreation and entertainment activities to Marble Mountain. As Executive Chairperson, my signature below is indicative of the Board's accountability for the preparation of the plan and achievement of the identified goals and objectives.

Sincerely,  
  
**Bruce Hollett**

## 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. Until 2022, Marble Mountain operated primarily as a ski resort, with limited activities outside of the winter season. Beginning in 2022, the MMDC adapted its focus to enhancing ski facilities and experiences while also growing year-round recreational, entertainment, accommodation and meeting facility opportunities.

## 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.

## Vision

The Vision of the MMDC is to provide sustainable year-round recreational and entertainment and related service activities for residents and visitors and to be a significant tourist attraction in the Western Region.

## 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.

## 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 May 1, 2023, the Board is comprised of:

- Bruce Hollett, Executive Chairperson

- Carol-Ann Gilliard, Department of Tourism, Culture, Arts and Recreation Representative
- Doug Trask, Department of Finance Representative
- Heidi Staeben-Simmons, City of Corner Brook Representative

## **Budget**

The MMDC annual budget for fiscal 2023-24 is \$306,400.

## **Horizontal Initiatives**

The MMDC is working with local businesses, stakeholders and the Provincial Government during the transition to a four-season resort.

## **Lines of Business**

- **Alpine Skiing:** The MMDC operates a downhill ski and snowboard resort at Marble Mountain during the winter season.
- **Other Recreational and Sight-seeing Activities:** The MMDC offers a growing range of other four-season recreational opportunities at Marble Mountain, including mountain biking, hiking and hill tours.
- **Food and Beverage:** The MMDC operates a year-round food and beverage service at the Resort.
- **Entertainment:** The MMDC offers music and other entertainment to the public year-round.
- **Accommodations:** The MMDC operates Marble Villa, a 30 unit hotel, year-round.
- **Wedding, Meeting and Private Function Venue:** The MMDC provides venues for Weddings, Meetings and Conventions, and other private functions at the Resort.

## **Physical Location**

Exit #8, Trans Canada Highway

Steady Brook, NL A2H 2N2

Contact Information:

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# Strategic Issues

## Strategic Issue 1: Supporting Operations

Marble Mountain Resort faces significant challenges in continuing to operate its key lines of business, including aging infrastructure and equipment, climate change, rapidly rising operating costs and staff recruitment and retention challenges.

### Goal

By April 30, 2026, the MMDC will have supported the operation of the lines of business at Marble Mountain.

### Goal Indicator

The MMDC will have supported initiatives to provide the services offered in the Lines of Business.

### Objective 2023-2024

By April 30, 2024, the MMDC will provide the services offered in the Lines of Business.

### Indicators

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

### Objective 2024-2025

By April 30, 2025, the MMDC will continue to provide the services offered in the Lines of Business.

### Objective 2025-2026

By April 30, 2026, the MMDC will have successfully supported Marble Mountain Resort to maintain sustainable operations.



## **Strategic Issue 2: Four Season Resort Transition**

The MMDC, with the support of the Provincial Government, recognizes that transition to four-season resort operations is essential to meet the MMDC's mandate and enhance the resort's long-term viability.

### **Goal**

By April 30, 2026, the MMDC will have supported the development of enhanced four-season resort offerings at Marble Mountain.

### **Goal Indicator**

The MMDC will have supported initiatives to expand four-season activities at Marble Mountain.

### **Objective 2023-2024**

By April 30, 2024, the MMDC will support development of expanded four-season activities and offerings at Marble Mountain.

### **Indicators**

Engaged local businesses, stakeholders and the Provincial Government regarding transition to four-season activities and offerings at Marble Mountain.

### **Objective 2024-2025**

By April 30, 2025, the MMDC will continue to support the development of expanded four-season activities and offerings at Marble Mountain.

### **Objective 2025-2026**

By April 30, 2026, the MMDC will have developed expanded four-season activities and offerings at Marble Mountain.

