
Three Year Business Plan

2014 to 2017

Marble Mountain Development
Corporation

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Chairperson's Message

The Marble Mountain Development Corporation (MMDC) was established in April 1988 as a Crown corporation to plan and oversee the development of Marble Mountain. In 2001, governance of MMDC was transferred to the Department of Tourism, Culture and Recreation (TCR). As such, we have a responsibility to help support the strategic directions of strengthening public-private partnerships in tourism and strengthening public participation in physical activity through recreation and sport.

Today, MMDC is a cornerstone for tourism on the west coast and is the province's premiere winter attraction. Over the next 3 years, the MMDC will build upon this strong foundation by working to identify opportunities for improvement and expansion.

Our business model is already evolving. We are enhancing our key internal operations to ensure a consistent and positive experience for our customers, partners, suppliers and employees. Our renewed approach involves: putting safety and customer service first and foremost; tapping into new markets; investing to ensure the long term viability of our capital infrastructure; and, expanding IT capabilities and online offerings; all while seeking input from our most important stakeholders – our customers.

I extend my sincerest thanks to the MMDC Board of Directors and employees for offering their talents, hard work and commitment. I look forward to continuing this proud tradition during my tenure as Chair.

My signature below is indicative of the entire corporation's accountability for the preparation of the plan and for the achievement of the identified goals and objectives.

Sincerely,



Bob Pike, Chair

Marble Mountain Development Corporation

Marble Mountain Development Corporation (MMDC) Overview

The Marble Mountain Development Corporation (MMDC) is located in Steady Brook, in the Humber Valley in Western Newfoundland. The Marble Mountain Development Corporation was established in 1988 to develop the Marble Mountain ski facility into a year-round, full-service resort. The Corporation's mandate is to develop the resort so that it will act as a catalyst for tourism development both locally and in the province as a whole. Government's role was to construct the initial critical mass of infrastructure in order to attract private sector investment.

In 1995, the base lodge was constructed and the detachable high-speed quad chair lift was installed. In 1999, just before the Canada Winter Games, Marble Villa, the resort's condominium-style accommodation set was erected and opened. MMDC's management team consists of five full-time employees who oversee the year-round operation of the resort. During the ski season, an Outside Operations Manager, Snow School Manager and Ski Patrol Manager are hired (see Appendix A for the current MMDC organizational chart). The summer operations of the resort consist of weddings, meetings and conferences, and Marble Zip Tours, which is run by a third-party operator. The majority of employees of Marble Mountain Development Corporation are from the Humber Valley region.

As of May 1, 2014, MMDC's Board of Directors consisted of eleven members, the names of whom can be found in Appendix B of this plan. They represent the Marble Mountain Ski and Ride Club, the City of Corner Brook, the Town of Steady Brook, the Government of Newfoundland and Labrador and, where feasible, tourism-related businesses. The Board's structure has been established according to the MMDC by-laws and the Board reports to the Government through the Minister of Tourism, Culture and Recreation (TCR). Mr. Bob Pike, Chair of the Board has held the position since April 2011, and continues to serve in this capacity.

The Corporation anticipates facing a number of continuing challenges and opportunities over the planning period. As with many multi-season resorts, MMDC is experiencing increased global competition, continuing high infrastructure and operating costs, the impacts of climate change (especially during the anchor winter season) and changing demographics that are shaping market size and preferences. MMDC will continue to work with both the public and private sectors to improve its tourism appeal and increase sustainable opportunities to extend seasons, diversify the product offering, and increase revenue streams. The Corporation is also focusing on improving client services and service quality as a source of sustainable, competitive advantage. This includes an increased focus on providing and promoting opportunities for, and benefits of, increased physical activity especially in winter and through other multi-season activities and special events.

Mandate

The mandate of the Marble Mountain Development Corporation is to serve as a catalyst for tourism development both locally and in the province as a whole. As stated in MMDC's Articles of Incorporation, the mandate of the Board is as follows:

- Marble Mountain Development Corporation shall have marketing as an important priority of its mandate and shall designate a portion of its generated revenues solely to marketing;
- Promote the area as a four-season resort area;
- Actively pursue operators, tenants and/or owners to occupy the lands in the area for the following purposes:
 - Ski facilities
 - Summer activities and attractions
 - Accommodations and services
 - Any other activity consistent with the development of a four-season establishment

Vision

The Vision of MMDC is of a high-quality, safe, and memorable experience for its guests in a world-class, all-season resort area.

Customer service, safety, and reliability are the top priorities at Marble Mountain. Friendly and efficient service ensures that our guests enjoy their visits. The Outside Operations team follows a stringent maintenance plan and the lifts and machinery are regularly inspected to ensure they are in safe running order according to the most up-to-date codes and regulations.

Values

The values expressed below are intended to reflect operational values for Marble Mountain Resort. In this context, the values of Marble Mountain Development Corporation have been identified as follows:

Teamwork	▪ Each person will work in a cooperative and effective manner as part of the Marble Mountain Team.
Responsiveness	▪ Each person will respond in a timely manner, appropriate to each situation as it arises.
Accountability	▪ Each person will be individually responsible for his/her actions and each contributing member of a working group will be accountable for the outcomes.
Innovation	▪ Each person will avail of opportunities to create an enhanced guest experience at Marble Mountain Resort.
Lead	▪ Each person will aspire to deliver operational excellence.

Lines of Business

Alpine Activities and Services

Downhill skiing and snowboarding are the primary activities at the resort. To enhance the experience, MMDC offers equipment rentals and repairs, various forms of ski and snowboard instruction, child supervision, ski/snowboard locker rentals, and ski patrol (safety and first aid) services. The Resort also hosts a terrain park (an area of the mountain with jumps and rail features) for skill progression and competitions.

MMDC creates most of its sponsorship and advertising revenue during the ski and snowboard season through chairlift, digital, and some traditional advertising opportunities.

Meetings, Conferences and Special Events

MMDC plays host to weddings, meetings and conferences throughout the spring, summer and fall. During the winter season, events such as Marble Cup Alpine Ski Races, Jibfest (a terrain park competition for snowboarders), Old Sam Day featuring ski and snowboard races, and The Race on The Rock snowmobile races are held to attract new guests and create interest for existing guests. Concerts and other entertainment events are held mostly during winter time as well.

Accommodations

Marble Villa is a 31 room accommodation set with condominium-style suites, which range in size from studios to two-bedroom units. These units are characterized as ski-in/ski-out, meaning that they are situated at the base of the mountain to allow easy access for skiing and snowboarding guests. Marble Villa is air-conditioned and open year-round and is convenient for guests attending weddings, meetings and conferences at the base lodge or as a central point to explore Western Newfoundland.

Food and Beverage

MMDC provides food and beverage services during the ski and snowboard season via the Cookhouse, a cafeteria-style outlet, and the Knotty Pine Lounge, a licensed bar area. MMDC also provides catering services for all special events held at the resort.

From June to September, MMDC operates a barbecue on the deck of the base lodge to attract summer visitation. The barbecue serves guests of Marble Zip Tours' zip line and new high ropes course, as well as Marble Villa users and other tourists in the area.

Primary Clients

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 include the following:

Alpine Sport Enthusiasts

People of all ages enjoy skiing and snowboarding. Statistics show that most skiers and snowboarders are between 18 and 34 years of age. MMDC's snow school provides lessons for people of all abilities, including participation with provincial schools in order to provide an outlet for outdoor physical activity. Many users of MMDC's facilities are from outside the area. They travel from Atlantic Canada primarily,

but also from across the country and from international locations, to visit Newfoundland and Labrador. Marble Villa is the ski resort's condominium style accommodations that provide ski-in/ski-out convenience for skiers and snowboarders.

Private Industry

The Marble Mountain resort partners with tourism groups to promote the area through marketing initiatives. Events are held conjointly with other organizations such as the Western Sno-Riders, NL Snowboard and the Western NL Destination Management Organization (DMO). MMDC maintains positive working relationships with suppliers of alpine equipment, broadcasting services, food and beverage, and accommodators in the region.

Special Event Attendees

Throughout the ski season special events such as concerts and competitions take place in the lodge and on the mountain. In the summer, meetings, conferences and weddings are held within the lodge and on the grounds of the resort. In the summer months, tourists choose Marble Villa as a base from which to explore surrounding attractions and amenities.

Non-Skiing Public Requiring Food and Beverage

Throughout the ski season, the Cookhouse and Knotty Pine Lounge are open to the general public. Snowmobilers, non-skiing family members, and area residents avail of the food and beverage service in the lodge.

Mission

By the end of this three year plan, Marble Mountain Development Corporation will have enhanced sustainable visitation and improved its client service performance. In working with such private-public partners as the Western Destination Management Organization (WDMO) and others, it will have sought to promote MMDC as a key tourism destination while maintaining fiscal responsibility and seeking to increase revenues from sources other than alpine skiing. This mission statement strengthens links to, and is consistent with, the strategic directions, specifically *Strengthening Public Private Partnerships in Tourism*. The focus areas of this strategic direction that are addressed in this plan can be found in Appendix C.

By April 30, 2017, the Marble Mountain Development Corporation will have sought to enhance sustainable visitation and client service performance.

Measure

Enhanced sustainable visitation and client service performance improved.

Indicators

- Enhanced visitation and increased yield-per-visitor
- Maintained or increased visitor satisfaction
- Increased revenues from both alpine and non-alpine sources
- Increased infrastructure reliability

Strategic Issues

Issue 1: Strengthening Tourism Marketing and Business Development Partnerships

MMDC has been successful in creating business partnerships with industry over the past three years. MMDC has initiated product offerings for guests of other tourism operations, such as Marble Zip Tours (through their zip line, ATV, snowmobile, and Spider Challenge course lines of business), Cycle Solutions, Humber River Boat Tours, and Provincial Airlines.

MMDC has also partnered with other not-for-profit organizations to hold events that attract existing as well as new users of the facilities, including Western Snow Riders, NL Snowboard, and the Western Destination Management Organization (WDMO). Over the next three years, MMDC will focus on business partnerships with the private sector to further develop the facility as a four-season resort and improve the customer experience.

Tourism operators have a lot to offer travellers, but on an individual level it can be challenging to generate adequate exposure. The answer lies in forming cooperative marketing partnerships to build stronger, coordinated campaigns using the combined resources of the province and the tourism industry. Leveraging our collective time and resources to market the destination will result in increased spending, tax dollars, jobs, and investment throughout the province.

MMDC will also focus on a renewed marketing plan and working with tourism industry partners to create cooperative marketing opportunities to promote the facility and region. This goal is consistent with the Strategic Direction of Government, *Strengthening Public Private Partnerships in Tourism*.

Goal 1

By April 30, 2017, MMDC will have achieved a coordinated and effective partnership with tourism industry partners in the region that maximizes promotion and development of MMDC.

This goal contributes to the focus areas of the strategic direction, “Strengthening Public-Private Partnerships in Tourism,” in particular, the continued implementation of the provincial tourism strategy, *Uncommon Potential: A Vision for Newfoundland and Labrador Tourism* (known as **Vision 2020**) through strengthened private-public partnership. This goal is linked to more coordinated, aligned tourism marketing of Newfoundland and Labrador as a multi-season tourism destination in cooperation with regional partners. The main focus of this business plan is to work collaboratively with partners to enhance natural and cultural tourism experiences in all seasons on the west coast of the Province.

Measure

Coordinated and effective partnership with tourism industry partners in the area that maximizes promotion and development of MMDC achieved.

Indicators

- Coordinated tourism marketing and advertising efforts
- Established new regional partnerships with tourism industry that addressed marketing, and an improved customer experience.

- Developed a three-year marketing plan to establish coordinated marketing goals and activities
- Increased outreach activities by MMDC in support of tourism operators
- Worked with industry to create and promote travel packages
- Integrated tourism industry packages and offers into the Marble Mountain website

Objectives

1.) By April 30, 2015, MMDC will have developed a three year regional cooperative marketing plan.

Measure: Three year regional cooperative marketing plan developed.

Indicators

- Identified core regional partners
 - Discussed and shared marketing goals and ideas
 - Marketing goals of regional partners identified
- 2.) By April 30, 2016, MMDC will have taken steps to implement the 3 year marketing plan
- 3.) By April 30, 2017, MMDC will have implemented the 3 year marketing plan

Issue II: Developing and Enhancing Products and Experience

MMDC is committed to creating long-lasting partnerships with industry to benefit provincial tourism, as well as resident and out of province visitors. By creating these partnerships and encouraging investment in the resort, the overall traveller experience will become more complete. The addition of new attractions and services will provide visitors with more options for their time spent on the west coast of the Province, and will help complete MMDC and the Humber Valley region as a sought-after tourism destination. This will contribute to MMDC's mandate of becoming a viable four-season tourism destination, and supports the strategic direction of *Strengthening Public-Private Partnerships in Tourism*. The resort also supports the strategic direction of *Participation in Physical Activity through Recreation and Sport* through the provision of improved and additional outlets for physical activity in the Province. The focus areas of these strategic directions as supported by the goal below can be found in Appendix C.

The creation of a number of relevant attractions and experiences with supporting infrastructure and service in strategic locations, to respond to market demands and expectations, is a key part of this strategy.

Goal 2

By April 30, 2017, the MMDC will have completed a comprehensive base area Master Plan and Development Strategy and private-sector investment will be sought to further develop the four-season resort.

This goal is the first step in developing MMDC as a four-season resort which supports the marketing Newfoundland and Labrador as a multi-season tourism destination. MMDC will work collaboratively with partners to enhance the tourist experience in the region through partnerships. This goal supports the focus areas of the strategic directions: 1) Strengthening public-private partnerships in tourism, and 2) Strengthening public participation in physical activity through recreation and sport.

Measure

Comprehensive base area Master Plan and Development Strategy completed and private sector investment will be sought to further develop the four-season resort.

Indicators

- Comprehensive base area master Plan and Development Strategy completed
- Priority business development opportunities identified
- Further development of the four-season resort identified
- Private-sector investment in priority development opportunities sought.

Objectives

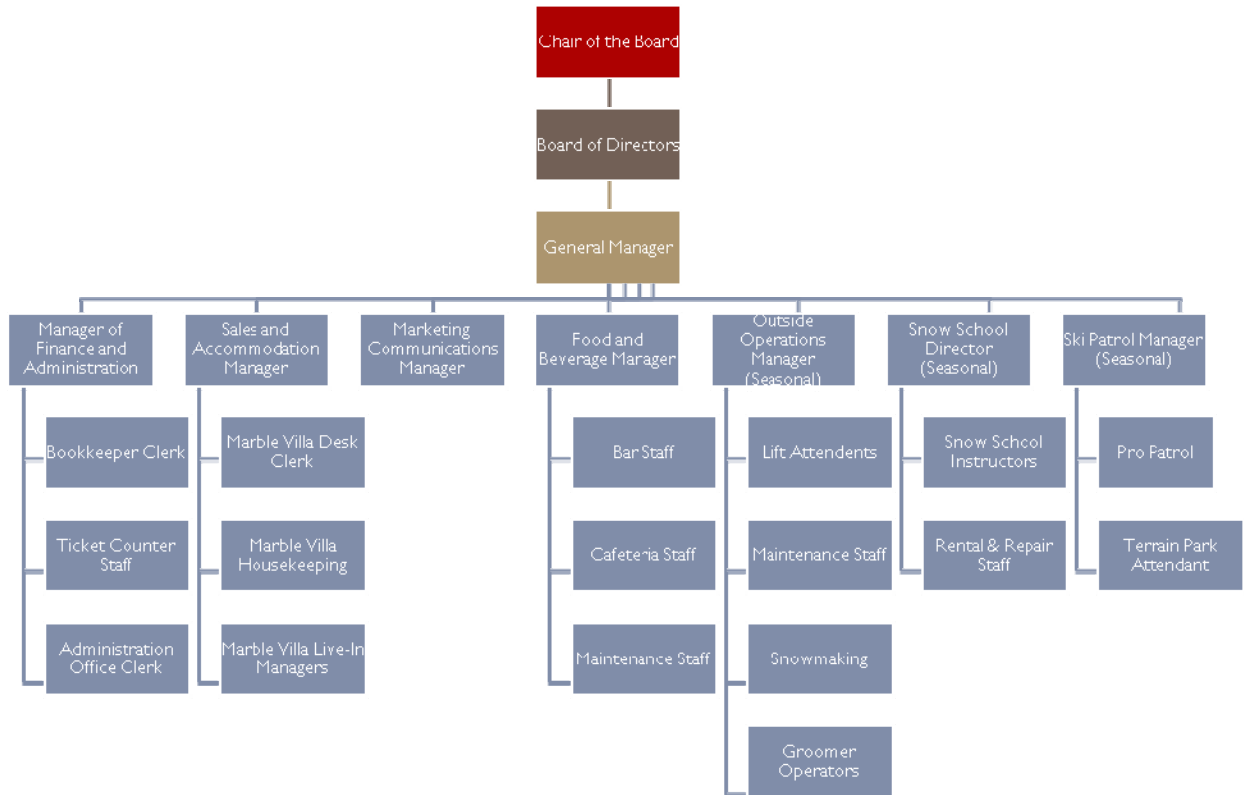
1. By April 30, 2015, MMDC will have completed a comprehensive base area Master Plan and Development Strategy.

Measure: Master Plan and Development Strategy completed.

Indicators

- Engaged a proponent to develop a comprehensive base area master Plan and Development Strategy
 - Sought private sector input into the development of the Master Plan and Development Strategy
 - Identified business development opportunities.
2. By April 30, 2016, MMDC will have identified recommended business development priorities
 3. By April 30, 2017, MMDC will have initiated private sector investment on recommended priority business development opportunities to further develop the four-season resort.

Appendix A: MMDC Organizational Chart



Appendix B: Current Board Members (as at May 1, 2014)

Current Board Members	Robert Pike
	Janice Turner
	Mike Dolter
	Jerry George
	Carmela Murphy
	Steve May
	Carla Haynes
	John Davis
	Laura Walbourne
	Donna Thistle
	Peter Au

Appendix C: Applicable Strategic Directions

Strategic Directions are the articulation of desired physical, social or economic outcomes and normally require action by more than one government entity. These directions are generally communicated by Government through platform documents, Throne and Budget Speeches, policy documents, and other communiqués.

The *Transparency and Accountability Act* requires departments and public bodies to take into account these strategic directions in the preparation of their performance-based plans. This will ensure that all entities are moving forward on key commitments.

The Strategic Directions that are relevant to the Marble Mountain Development Corporation are: Strengthening Public-Private Partnerships in Tourism and Strengthening Public Participation in Physical Activity through Recreation and Sport

Tourism Strengthening Public-Private Partnerships in Tourism

Outcome Support for the achievement of quality and market ready in-demand tourism products and experiences.

Focus Areas of the Strategic Direction	This Direction is Addressed in the MMDC Business Plan:
Continue implementation of the Tourism Vision and its seven key directions.	●
Market Newfoundland and Labrador as a tourism destination.	
Support regional destination management organizations.	●
Work collaboratively with partners to enhance natural and cultural tourism experiences.	●

Recreation and Sport Strengthening Public Participation in Physical Activity through Recreation and Sport

Outcome Support for an inclusive healthy and active future for individuals, families and communities through participation in physical activity, recreation and sport.

Focus Areas of the Strategic Direction	This Direction is Addressed in the MMDC Business Plan
Review and identify priority areas of the Recreation and Sport Strategy and its six key directions.	
Promote inclusive participation in, and awareness of the benefits of, lifelong physical activity and participation in sport and recreation.	●
Provide support to community recreation and sport programs and initiatives.	●
Support the hosting of the Canada Summer Games in 2021.	