



**MARBLE MOUNTAIN  
DEVELOPMENT CORPORATION**

**BUSINESS PLAN  
MAY 1, 2008 – APRIL 30, 2011**





## Message from the Chairperson

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Marble Mountain Development Corporation (MMDC) is committed to; (i) improving its financial position, (ii) providing a quality product, and (iii) maintaining and enhancing the overall experience of its guests who utilize the resort's facilities and services. This three year plan for May 1, 2008 to April 30, 2011 will allow MMDC to submit Annual Reports on the Corporation's progress against the approved plans. The strategic directions identified in Appendix A have been considered in the preparation of this plan.

This document was prepared by MMDC in accordance with the provisions for a Category 2 entity as outlined in the Government of Newfoundland and Labrador's Transparency and Accountability Act. The entire MMDC Board and I, as Chair, are accountable for the preparation of this plan and achievement of its goals and objectives.

A handwritten signature in black ink, appearing to read "Jamie Schwartz", is written over a horizontal line.

Mr. Jamie Schwartz  
Chair  
Marble Mountain Development Corporation

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## 1.0 Overview

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Marble Mountain Resort is located near Steady Brook, in the Humber Valley in Western Newfoundland. The Marble Mountain Development Corporation (MMDC) was established in 1988 to develop the Marble Mountain ski facility into a year-round, full-service resort. Its mandate was to develop the resort into a four-season attraction that would 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 infrastructure to attract private sector investment, and at some future point, a private operator.

In 1995 the base lodge was constructed and the detachable high-speed quad chair lift was installed. In 1999, just prior to the Canada Winter Games, Marble Villa was opened. There has been no further development of the base area.

MMDC's management team consists of four full-time managers overseeing the year-round operation. During the ski season, an Outside Operations Manager, Snow School Director and Ski Patrol Manager are hired. The management team is currently comprised of three females and one male with three additional males joining the team for the ski season. Approximately 100 employees are required to operate the ski resort during the busiest months of the season and the gender breakdown is 60 per cent male and 40 per cent female. The summer operation consists of weddings, meetings and conferences with Marble Mountain's Food and Beverage and Marble Villa staff hired for these events. A typical summer event requires between 10 and 15 employees with 90 per cent of summer event staff being female and 10 per cent being male.

The present Board of Directors consists of nine directors representing the Marble Mountain Ski and Ride Club, the City of Corner Brook, the Town of Steady Brook and the Government of Newfoundland and Labrador. Other positions are filled by persons who are directly involved, where feasible, with tourism related businesses. Mr. Jamie Schwartz, chair of the MMDC Board of Directors was appointed to the position January 23, 2008. 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.

Skier visits to Marble Mountain have been steadily increasing, reaching 95,270 in 2007-08. Revenue for 2007-08, was \$2,789,400 before Government funding (\$400,000) while expenses were \$2,899,350.

## 2.0 Mandate

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In the MMDC Articles of Incorporation, the mandate of the Board states:

- The 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:
  - i. Ski facilities
  - ii. Summer activities and attractions
  - iii. Accommodations and services
  - iv. Any other activity consistent with the development of a four season establishment

Supported by documentation from the Minister of Tourism, Culture and Recreation, the mandate has been generally summarized to state that the Corporation is to develop the ski facility into a four-season anchor attraction to serve as a catalyst for tourism development both locally and in the province as a whole.



### 3.0 Lines of Business

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#### **Alpine Activities and Services**

Skiing and Snowboarding are still the primary activities at the resort. Snow Tubing was introduced in the 2005-06 season but discontinued in 2007-08 due to lack of interest. Chair lift rides are offered in the winter season. Disabled skiing, through the Canadian Association of Disabled Skiing, is offered weekly.

Marble Mountain offers equipment rentals and repairs,

snow school instruction and child supervision, locker and storage rentals and ski patrol (safety and first aid) services.

MMDC sells advertising in the form of signage on chair backs and at the top and base of the mountain. As well, sponsorships for events are available, as are advertising spaces in our resort brochure.

Retail space is leased to George's Mountain Village. Their business, which operates in the ski season only, sells ski accessories such as goggles, gloves, hats and sunglasses. It also carries souvenirs and some confectionery items.

#### **Special Events**

Marble Mountain Resort caters to weddings, meetings and conferences throughout the spring, summer and fall. During the ski season, concerts such as Marble Jam and Bacardi Gras are held to add to the total guest experience at the resort.

#### **Accommodations**

Marble Villa is a 31-room hotel with condominium-style suites, which range in size from studios to two-bedrooms. They are ski in/ski out which means that they are situated on the base of the mountain to allow easy access for guests. The Villa is a four-season hotel with air-conditioned suites.

#### **Food and Beverage**

The Resort's food and beverage service operates a cafeteria and bar during the ski season. These services are available to skiers and snowboarders and to the general public.

## 4.0 Values

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The values expressed in this plan are intended to reflect operational values for Marble Mountain Ski 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. 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 Ski Resort.



## 5.0 Primary Clients

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The Marble Mountain Development Corporation 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:

1. **Alpine sport enthusiasts** – Skiing and snowboarding can be enjoyed at any age. Research shows that most skiers and snowboarders are in the 18 to 34 age range. Marble Mountain's snow school provides lessons for people of all ages and abilities.

2. **Private industry** – Marble Mountain Resort partners with tourism groups to promote the area through marketing initiatives. Advertising within the lodge and on outdoor infrastructure is sold to local businesses. Events are held conjointly with other organizations such as the Western Snoriders, Triathlon group and Molson Sport and Entertainment. Marble Mountain Resort maintains positive working relationships with suppliers of alpine equipment, broadcasting and food and beverage.

3. **Travelers** – Many users of Marble Mountain's facilities are from outside the area. They travel from within the province but also from around the world. One of the largest growth markets is the UK. Marble Villa is the ski resort's condominium style accommodations that provide ski-in/ski-out convenience for skiers and snowboarders. In the summer months, tourists choose Marble Villa as a base from which to explore the surrounding attractions.

4. **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, weddings, conferences and meetings are held within the lodge and on the grounds of the resort.

5. **Non-skiing members of the public requiring food/beverages** – Throughout the ski season, the cafeteria and bar are open to the general public. Snowmobilers, non-skiing family members and area residents avail of the food and beverage service in the lodge.



## 6.0 Vision

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The vision of the Marble Mountain Development Corporation is to provide a high quality, safe and memorable experience in a world class all-season resort area.

## 7.0 Mission Statement

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The MMDC Board of Directors recognizes that most ski resorts do not survive on alpine activities alone. Other revenue streams such as real estate development, could enable Marble Mountain to become financially viable. In keeping with the strategic direction of Government to improve the quality of the province's tourism product, MMDC will address issues pertaining to future development, which in turn will help the Corporation improve its financial performance.

**The MMDC Board has the following as its mission statement:**

By 2011, the Marble Mountain Development Corporation will have improved its financial performance.

**Measure:**

Improved financial performance

**Indicators:**

1. Increased visitation
2. Increased yield per visitor
3. Controlled expenses
4. Maintained visitor satisfaction
5. Increased revenues from sources (other than alpine services)



## 8.0 Issues

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### Issue One: Base Area Development

Original plans for Marble Mountain Resort included the development of the base area. Condominiums, townhouses and other amenities were identified as integral to the development of the base area of the resort. This development did not happen. To become an active multi-season, high quality resort, Marble Mountain's base area needs to be developed.

#### *Goal One:*

By 2011, the Marble Mountain Development Corporation will have created a base area development strategy.

#### *Measure:*

Base Area Land Use Development Plan

#### *Indicators:*

1. Land utilization options identified
  - i. the ski resort's needs
  - ii. potential commercial ventures
2. Land management options identified; needs assessment relevant to the region conducted.
3. Infrastructure capacity including but not limited to water, sewage lagoon, fire protection

#### *Objectives:*

1. By April 2009, the MMDC Board will have identified land utilization options.  
*Measure:* Report containing land utilization options  
*Indicator:* Resort's needs are identified and commercial ventures are explored.
2. By April 2010, the MMDC Board will have identified land management options and completed a needs assessment of the region including infrastructure capacity.
3. By April 2011, the MMDC Board will have completed a base area development strategy.



### Issue Two: Terrain Development

The MMDC Board has identified two issues regarding slope development. The resort has access to extensive terrain for further growth but resources have not been committed to this in recent years. As well, user feedback has indicated a preference for additional novice terrain. Other suggestions have included expansion of alternative off-piste terrain including glades, chutes and parks. While short-term terrain development options were examined

according to the MMDC transitional business plan, a more detailed terrain development strategy is needed to ensure that the resort continues to develop and offer a high-quality ski and snowboard product, in keeping with the Department of Tourism, Culture and Recreation's strategic directions.

*Goal Two:*

By 2011 the Marble Mountain Development Corporation will have created a long-term terrain development strategy.

*Measure:*

Terrain Development Strategy

*Indicators:*

1. Critical terrain needs identified
  - i. Market trends
  - ii. Stakeholder consultations
2. Terrain developed to address immediate, critical needs
3. Additional terrain needs and resulting infrastructure identified (lifts, terrain park features, snowmaking and grooming equipment).

*Objectives:*

1. By April 2009, the MMDC Board will have identified critical terrain needs.  
*Measure:* Critical terrain needs identified  
*Indicator:* Market trends are explored and stakeholder consultations are held
2. By April 2010, the MMDC Board will have created terrain as identified in objective 1.
3. By April 2011, the MMDC Board will have developed a terrain development strategy.

**Issue Three: Viability of Marble Mountain becoming a four-season resort.**

MMDC's mandate includes making Marble Mountain a four-season resort which would in turn, help Newfoundland and Labrador become a multi-season tourism destination. Initiatives have been introduced in the past with poor results. These initiatives included summer chairlift rides, hiking trails, children's activities and a driving range. MMDC's financial position became weaker as a result of the increased activity. MMDC will evaluate the viability of becoming a four-season resort to ensure that expanding operations will result in profitability. The 2007-08 interim business plan included a goal to identify options to enhance the utilization of the resort. The consideration of new activities and facilities highlighted the need to determine the viability of Marble Mountain becoming a four-season resort.

*Goal Three:*

By 2011, MMDC will have evaluated the viability of Marble Mountain Resort becoming a four-season operation.

*Measure:*

Current market viability determined

*Indicators:*

1. Market trend assessment
2. Regional needs assessment
3. Viability of Marble Mountain becoming a four-season resort determined
  - i. Costs versus benefits

*Objectives:*

1. By April 2009, the MMDC Board will have examined market trends.  
*Measure:* A report on market trends  
*Indicator:* Market trend assessment based on industry scan
2. By April 2010, the MMDC Board will have conducted a needs assessment of the region.
3. By April 2011, the MMDC Board will have evaluated the viability of Marble Mountain Resort becoming a four-season operation.



# Appendix A – Strategic Directions

## 1. 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 communiques. 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 action will facilitate the integration of planning practices across Government and will ensure that all entities are moving forward on key commitments.

In the development of its Strategic Plan, the Department of Tourism, Culture and Recreation identified several strategic directions of government. As the Minister indicated, only one of these directions directly relates to Marble Mountain Development Corporation; it is provided below. Each strategic direction is comprised of a number of components or focus areas. These focus areas will be addressed through the various planning processes of the Department. As indicated in the table below, some have been addressed in this business plan while others are addressed in the operational and/or work planning processes.

**Title:** Tourism Industry

**Strategic Direction:** Newfoundland and Labrador becomes a multi-season tourism destination.

The following components must be addressed to achieve the strategic direction:

Components of Strategic Direction	Applicable to Other Entities Reporting to the Minister	Business Plan	Operational Plan	Branch or Divisional Work Plans
Marketing Newfoundland and Labrador as a tourism destination	X		X	
Provincial tourism vision and development strategy	X			
Support for Destination Labrador	X			
Developing and implementing a Winter Tourism Strategy	X			
Developing and implementing a Cultural Tourism Strategy	X			

Supporting and enhancing the Outfitting Industry	X			
Developing high quality, in-demand, export ready Tourism Products and Experiences	X	X	X	
Supporting the cruise industry	X			
Upgrading of VICs and use of technology within the realm of visitor information and inquiry	X			