

Marble Mountain  
Development Corporation

Business Plan  
2017-20

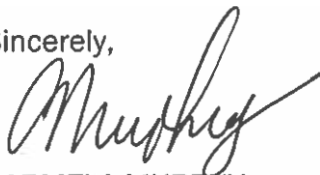
## Message from the Chair

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As Transitional 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 2017-20. This Plan is prepared in compliance with the *Transparency and Accountability Act* pursuant to which the Corporation has been categorized as a category 2 government entity and requires the Corporation to prepare a performance-based business plan. The Strategic directions of Government applicable to the Department of Tourism, Culture, Industry and Innovation have been considered in the development of the plan.

My signature below is indicative of the entire 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**

Carmela Murphy, Transitional Board Chair  
Marble Mountain Development Corporation

## Overview

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The Marble Mountain Development Corporation (MMDC) was initially established in April 1988 as a Crown corporation to plan and oversee the development of Marble Mountain as a destination attraction with the potential for multi-season operations. Beginning this year the Corporation is directing its efforts toward accelerating commercial development of the built facilities and land base via the attraction of private sector investors and operators.

MMDC's management team consists of five full-time managers who oversee the year-round operation of the resort and two seasonal full-time managers who assist in overseeing winter operations. The operations also employ 145 seasonal staff annually, the majority during the winter season. Summer operations of the resort consist of weddings, meetings, conferences, and Marble Zip Tours. Marble Zip Tours is run by a third-party operator. The majority of employees of MMDC are from the Humber Valley region.

During the fiscal year 2016-17 MMDC operated primarily from revenue generated from its own operations totaling \$2,793,558 and provincial government grants of \$930,000. The MMDC expenses during the same period were \$4,426,268.

## Governance

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MMDC is governed by a Board of Directors appointed by the Lieutenant Governor in Council in accordance with the requirements of the *Marble Mountain Development Corporation Act*. The Board has established by-laws to guide its operations and is accountable to the Provincial Government through the Minister of Tourism, Culture, Industry and Innovation. A new Board is in the process of being appointed by the Independent Appointments Commission process. Until that time, the corporation is under the guidance of a transitional board.

## Mandate

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

# Strategic Priorities

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The Corporation faces both continuing challenges and new opportunities over the planning period. From an operational perspective, 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 (especially during the anchor winter season) and changing demographics that are re-shaping market size and preferences. Opportunities exist primarily in that re-shaping market – including catering to the changing outdoor interests of the local and visiting public.

The board will continue to work with its public partners and interested private operators to find creative ways to improve its tourism appeal and take advantage of sustainable opportunities to increase revenue streams. The Corporation is also focusing on improving client services and service quality as a source of 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.

## Issue One: Improving Operational Efficiency and Sustainability

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MMDC is committed to achieving operational efficiency and sustainability. Over the next three years, it will work towards achieving this through improving its visitor experience, new marketing and operating strategies and new business partnerships to develop the base area of Marble Mountain Resort.

### **GOAL:**

By April 30, 2020, MMDC will have implemented a three- year strategy for reducing operational expenditures, increasing revenues and will have identified investor interest in the operations and future development of the base area of Marble Mountain Resort.

### **Indicators:**

- Identified opportunities for an improved visitor experience and increased revenue

- Identified business development opportunities for the base area
- Strengthened the financial position of the Corporation

### **Objective 1:**

By April 30, 2018, MMDC will have completed a comprehensive review of its expenditures and initiated a three-year strategy to increase revenues and private sector development.

Indicator 1: Completed a review of MMDC's expenditures

Indicator 2: Initiated a three year strategy to increase revenues

Indicator 3: Facilitated private sector development

### **Objective 2:**

By April 30, 2019, MMDC will have identified investor's interest in the operation of existing facilities and/or new development of the base area.

### **Objective 3:**

By April 30, 2020 MMDC will have implemented the three year strategy for reducing operational expenditures and increasing revenue.