

May 2, 2017

Final response



40(1)

Re: Your request for access to information under Part II of the *Access to Information and Protection of Privacy Act*, our file # TCII/2/2017

This is to confirm that on March 31, 2017 the Department of Tourism, Culture, Industry and Innovation received your request for access to the following record:

A copy of the following briefing materials: Labrador West Taskforce meeting Colonial Building restoration project Marble Mountain resort Minister's site visit locations and descriptions

I am pleased to inform you that a decision has been made by the Deputy Minister for the Department of Business, Tourism, Culture and Rural Development to provide access to some of the requested information. Access to the remaining records, and/or information contained within the records, has been refused in accordance with the following exceptions to disclosure, as specified in the *Access to Information and Protection of Privacy Act* (the Act):

Cabinet confidences

27. (1) In this section, "cabinet record" means

- (a) advice, recommendations or policy considerations submitted or prepared for submission to the Cabinet;
- (b) draft legislation or regulations submitted or prepared for submission to the Cabinet;
- (c) a memorandum, the purpose of which is to present proposals or recommendations to the Cabinet;
- (d) a discussion paper, policy analysis, proposal, advice or briefing material prepared for Cabinet, excluding the sections of these records that are factual or background material;
- (e) an agenda, minute or other record of Cabinet recording deliberations or decisions of the Cabinet;
- (f) a record used for or which reflects communications or discussions among ministers on matters relating to the making of government decisions or the formulation of government policy;
- (g) a record created for or by a minister for the purpose of briefing that minister on a matter for the Cabinet;
- (h) a record created during the process of developing or preparing a submission for the Cabinet; and

- (i) that portion of a record which contains information about the contents of a record within a class of information referred to in paragraphs (a) to (h).
- (2) The head of a public body shall refuse to disclose to an applicant
 - (a) a cabinet record; or
 - (b) information in a record other than a cabinet record that would reveal the substance of deliberations of Cabinet.

Policy advice or recommendations

29. (1) The head of a public body may refuse to disclose to an applicant information that would reveal
- (a) advice, proposals, recommendations, analyses or policy options developed by or for a public body or minister;

Disclosure harmful to the financial or economic interests of a public body

35. (1) The head of a public body may refuse to disclose to an applicant information which could reasonably be expected to disclose
- (d) information, the disclosure of which could reasonably be expected to result in the premature disclosure of a proposal or project or in significant loss or gain to a third party
 - (g) information, the disclosure of which could reasonably be expected to prejudice the financial or economic interest of the government of the province or a public body;

As required by 8(2) of the Act, we have severed information that is unable to be disclosed and have provided you with as much information as possible. In accordance with your request for a copy of the records, the appropriate copies have been enclosed.

Please be advised that you may appeal this decision and ask the Information and Privacy Commissioner to review the decision to provide partial access to the requested information, as set out in section 42 of the Act (a copy of this section of the Act has been enclosed for your reference). A request to the Commissioner must be made in writing within 15 business days of the date of this letter or within a longer period that may be allowed by the Commissioner. Your appeal should identify your concerns with the request and why you are submitting the appeal.

The appeal may be addressed to the Information and Privacy Commissioner is as follows:

Office of the Information and Privacy Commissioner
2 Canada Drive
P. O. Box 13004, Stn. A
St. John's, NL. A1B 3V8

Telephone: (709) 729-6309
Toll-Free: 1-877-729-6309
Facsimile: (709) 729-6500

You may also appeal directly to the Supreme Court Trial Division within 15 business days after you receive the decision of the public body, pursuant to section 52 of the Act.

Please be advised that responsive records will be published following a 72 hour period after the response is sent electronically to you or five business days in the case where records are mailed to you. It is the goal to have the responsive records posted to the Office of Public Engagement's website within one business day following the applicable period of time. Please note that requests for personal information will not be posted online.

If you have any further questions, please feel free to contact me phone at (709) 729-3356 or by e-mail at wcomeau@gov.nl.ca

Sincerely,

A handwritten signature in black ink that reads "Wayne Comeau". The signature is written in a cursive style with a long horizontal flourish extending to the right.

Wayne Comeau
ATIPP Coordinator

Information Note
Department of Business, Tourism, Culture and Rural Development

Title: Labrador West Taskforce Meeting

Issue: To provide a summary of the Labrador West Taskforce for OJA.

Background and Current Status:

- Several Government departments (AES, LAAO, MIGA, BTCRD, NR and ENVC) have representation on the Labrador West Regional Taskforce, which was established by IOC in February 2012. The Taskforce is co-facilitated by LAAO and NR, and operates under a partnership agreement (developed by IOC) that was adopted in October 2012. Other membership includes external organizations such as New Millennium Iron Mines, Tata Steel, Town of Wabush, Town of Labrador City and ACOA.
- The Taskforce was initially created to examine the cumulative effects on the Labrador West region resulting from the significant mining expansion occurring at that time, and a collaborative approach to address potential impacts (e.g., significant worker shortages, high cost of living, and affordability of housing) was adopted from the onset. The Taskforce served as the impetus for the development of *Plan Big*, the regional growth strategy subsequently adopted by both municipalities in April 2015. Since the downturn in the economy, the Taskforce has been engaged in developing potential solutions to the current industrial, economic and social challenges facing the region.
- The Taskforce is independent from the Provincial Deputy Ministers Committee that was established to coordinate a short-term action and engagement plan in response to the events unfolding with the closure of Wabush mines, primarily to address the needs of workers that had been laid off from the mine.
- The last Taskforce meeting was in St. John's in August 2016.

Analysis:

- BTCRD continues to work with key stakeholders and businesses to identify opportunities for development and diversification through its various programs and services, and supports economic development initiatives that focus on business development, diversification and innovation. This includes recent activities such as completing the Business Retention and Expansion business diagnostic process with multiple companies in the region.
- BTCRD remains committed to participating on the Taskforce, which includes industry perspectives that provides up to date information about the state of the industry and impacts in the region.

Action Being Taken:

- BTCRD ADM of Regional Development and Diversification will attend the next Task Force meeting in Labrador West, February 7-8, 2017.

Prepared/approved by: G. Skinner/R. Kean (pending)/M.Kielley

Ministerial Approval:

January 31, 2017

Information Note
Department of Business, Tourism, Culture, and Rural Development

Title: Colonial Building Restoration Project

Issue: This note is being provided at the request of the Deputy Ministers of Transportation and Works and Business, Tourism, Culture and Rural Development to ensure Government is aware of the Colonial Building restoration project and the awarding of the RFP for a mockup room to finalize interior specialty finishes.

Background and Current Status:

- The Colonial Building is currently being restored with an investment of \$22.3 million (including both provincial and federal funding), covering exterior and interior restoration. The funding for the project has been committed in previous budgets and has been transferred to the Rooms Corporation, the project manager.
- The project has been ongoing since 2006 with Stantec (formerly PHB GROUP) as the prime architectural restoration consultant. The Department of Transportation and Works (TW) is providing construction management services for the project.
- The project consists of five construction packages (CP). CP1 (architectural drawings, Historic Structure Report, ceiling restoration in two chambers) and CP2 (interior structural repairs and new electrical/heating systems) are completed, and CP3 (exterior envelope: windows, roof, masonry, etc. and landscaping) is near completion.
- The Department of Business, Tourism, Culture and Rural Development (BTCRD) is working with The Rooms to advance the interpretation plan and the development of exhibits for the Colonial Building. The Rooms has experience and success with large scale exhibit development as well as garnering corporate and private financial support. While a final interpretation plan is yet to be finalized, it can be expected that the interpretative themes will focus on the history of the building and its place in the province's political history.

Analysis:

- The two remaining construction packages involve interior finishes. TW is proceeding with the tender/contract award for CP4 (Ground Floor: flooring, new washrooms, general repairs/painting) with an anticipation completion date of 9-10 months.
- The restoration of heritage structures such as the Colonial Building involves a high degree of complexity and accuracy. The restoration of refined building details and historic materials is much more time-consuming than on a modern building; in spite of detailed historical research and building investigation, unanticipated conditions are often discovered during construction that require additional design work or revised strategies.
- CP5 covers lighting and restoration of historic interior finishes (carpentry, plaster, and paint) on the 2nd and 3rd floors. Given the specialized nature of the interior finishes and the cost uncertainty, Stantec recommended to BTCRD and TW to complete a mock-up room approach. This process would involve engaging a team of specialists to complete a restoration of interior finishes of a particular room (e.g., walls, ceilings/moldings, door jams/casings, etc.), prepare mock-up panels for identified historic colour finishes, prepare a Technical Guide Document that identifies the appropriate approaches/best practice techniques and an Estimate of Probable Costs for the remainder of the building.

- A public Request for Proposals (RFP) for the mock-up room was issued in 2016. Two proposals were received: Historic Plaster Conservation Services/Redwood Construction and Heritage Grade/Fougere Menchenton Architecture. An evaluation was completed by TW/BTCRD in October 2016 and the recommended company is Historic Plaster Conservation Services / Redwood Construction in the amount of \$314,852 (plus HST). The funding for the mock-up room contract is allocated within the Colonial Building budget at the Rooms. OC2015-265 refers to the approval to proceed and award the RFP.
- The overall success of the Colonial Building restoration project is dependent on the timely completion of CP4 and CP5. For CP5 to be completed, the interior finishes mock-up room is critical as it will inform the standard and scope of work which will better refine the cost estimates for this work in relation to the remaining budget.

Action Being Taken:

- BTCRD/TW will be issuing a contract to Historic Plaster Conservation Services / Redwood Construction for the mockup room work.

Prepared/Approved by:
Ministerial Approval:

C. Murphy/ T. Lomond/L. Companion
Received from Hon. Christopher Mitchelmore and
Hon. Al Hawkins



February 09, 2017

Fix 2 spelling errors

Information Note
Department of Business, Tourism, Culture and Rural Development

Title: Marble Mountain ^(S) Ski Resort

Issue: To provide background information on the operation of Marble Mountain Ski Resort.

Background and Current Status:

- The Marble Mountain Ski Resort is located in the Humber Valley in Western Newfoundland and Labrador, just 8 kilometers from Corner Brook. It is the largest mountain resort in Atlantic Canada with a vertical drop of 519 metres (1,491 feet), 64 hectares (160 acres) of skiable terrain, 39 runs and four lifts, which includes the only high-speed quad chairlift in Atlantic Canada, and a 54,000 square foot timber framed lodge.
- In addition to downhill skiing and snowboarding, the resort offers equipment rentals and repairs, ski and snowboard ^(S) lessons, locker rentals and ski patrol services. Food and beverage services are provided during the winter via a cafeteria style outlet and a licensed bar area; catering services are offered for special events, weddings, meeting and conferences as well as events and entertainment throughout the year. Marble Zip Tours (MZT), is run by a third-party operator.
- The resort also includes Marble Villa; a 31-room hotel with condominium-style suites, which range in size from studios to two-bedroom units and is open year round.
- The Marble Mountain Resort is managed by the Marble Mountain Development Corporation (MMDC). The MMDC was established in 1988 as a crown corporation to develop the Marble Mountain ski facility into a year-round, full-service resort. The original facility operator of Marble Mountain, the Corner Brook Ski Club, transferred its assets and operating responsibilities to the Corporation. It was agreed that representatives from the Corner Brook Ski Club, the City of Corner Brook and the Town of Steady Brook would be on the Board of Directors.
- The bylaws of the Corporation provide for eleven board members which are appointed by the Lieutenant-Governor in Council on the recommendation of the Minister of Business, Tourism, Culture and Rural Development. In addition to the representatives from the Marble Ski and Ride Club, City of Corner Brook, and the Town of Steady Brook there are six positions available to the general public including the Chair and Vice-Chair. Two government representatives including the Deputy Minister or designate, Department Business Tourism Culture and Rural Development (BTCRD); the Deputy Minister or Designate, Department of Finance. The current Board members are: Mr. Robert Pike, Chair, Janice Turner, Vice Chair; James Pike (City of Corner Brook); Donna Thistle (Town of Steady Brook); Jerry George (Ski and Ride Club); Craig Martin (Department of Finance); Carmela Murphy (BTCRD); John Davis, Stephen May; Carla Hayes; and Laura Walbourne.
- All current Board member appointments have expired.
- MMDC has a management team of five full-time employees who oversee the year-round operation of the resort and approximately 150 unionized seasonal employees. During the ski season, an Outside Operations Manager, Snow School Manager and Ski Patrol Manager are hired.

Analysis:

- The Marble Mountain Ski Resort has operated at a loss, requiring provincial government funding. The overall loss for 2016 was \$281,993. As of April 30, 2016, MMDC had tangible capital assets with a book value of approximately \$15.5 million and a net financial debt of approximately \$2.2 million. The majority of the financial debt is a line of credit owing more than \$1.4 million with interest. This line of credit is secured by a provincial government guarantee of indemnity and overdraft agreement signed by the Board of Directors. Bank indebtedness increased in 2015-16 by \$71,538 despite MMDC receiving approximately \$930K in government grants (\$306,400 operating, \$450,000 for capital, \$175,000 for marketing).
- From 2009 to 2016 revenues have fluctuated from just over \$2.2M to \$2.7M, excluding government grants. In the last three years, 2014 to 2016, the Marble Mountain Development Corporation has been able to generate revenues in excess of \$2.7M, which indicates an improved revenue generation strategy. MMDC financial statements indicate the Villas, food and beverage, ski school, day care are profitable, while the lift operations and snowmaking are not. Marble Villa generated revenue of \$408k, net income of \$221k in 2015, and \$399k revenue and \$202k net income in 2016.
- Over 95% of Marble Mountain's user market is Newfoundland and Labrador residents with over 80% of season pass sales coming from the local area (within 2 hours). Annual skier visits to Marble Mountain reached 95,270 in 2007-08. However due to economic, demographic, and climate change challenges; skier visits have averaged 64,737 annually for the past four years. The decrease in of total visitors/ticket sales is largely from the decline in ski days. There were 74 total ski days in 2015-16 compared to 100 days in 2011-12.
- Over the past 29 years, government and successive boards have grappled with the issue of how to solicit and secure private investment in a manner consistent with the resort facility's mandate and financial position.

29(1)(a), 35(1)(g)



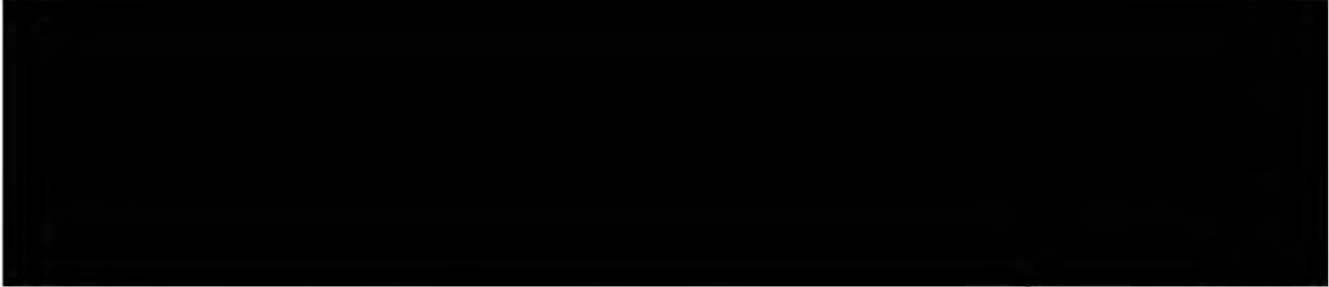
- Ecosign Mountain Resort Planners of Whistler, British Columbia were retained to develop a framework for land-assembly development as the first major step in soliciting private

27(2)(a). 27(1)(i)

involvement. Ecosign consulted extensively with MMDC Board members, community and private sector stakeholders about future, realistic design options to form the blueprint for the Marble Mountain Base Area Master Plan and delivered a final report in 2014.



29 (1) (a)



27(2)(b)

Prepared/Approved by:
Ministerial Approval:

P. Sampson/C. Murphy/T. Lomond pending
Received from Hon. Christopher Mitchelmore

27(2)(a). 27(1)(i)

February 24, 2017

Information Note
Department of Business Tourism Culture and Rural development...

Title: Minister's Site Visit Locations and Descriptions

Issue: Synopsis of Minister's site visits to Western Brewing Co. Ltd, Pasadena; Western Steel Co. Lts, Corner Brook; College of the North Atlantic Navigate Center, Corner Brook, Thursday, February 16, 2017.

Background and Current Status:

- These business and post-secondary site visits are being organized in conjunction with a visit to the Humber Valley – Corner Brook area by Minister Mitchelmore on Thursday, February 16, 2017.
- Each of the site/operations selected has received client assistance and financial support from the department. A brief synopsis of each is as follows:

(1) Western Newfoundland Brewery Co. – Jennifer Galliot / Jim MacDonald

- The Western Newfoundland Brewing (WNB) Company was established and became operational in 2016. It is established in the Venture Center, Pasadena. The owners of the company are Jennifer Galliot, Jim MacDonald, and Norm MacDonald. Each stakeholder is an equal owner at 33.33%.
- WNB has introduced micro-brewing to the west coast of Newfoundland; in doing so the company has introduced a new, high end locally produced product offering into the local market-place. It is a particularly attractive product for younger consumers and destination visitors who expect a diversified tourism product offering.
- WNB is currently retailing to a number of outlets in the region from Woody Point to Corner Brook area.
- BTCRD provided business counselling and planning services throughout concept and start-up phases. Financial assistance was also provided in 2015 for market research (BDS -\$5660) as well as a business start-up term loan at \$92,450 and additional marketing at \$13,450 once the facility became operational in 2016.
- NOTE: West Newfoundland Brewing in conjunction with Port Rexton Brewing Co. have just written Minister Mitchelmore to express concern with “commercial water use license” regulations and fees as required by the Department of Conservation and Environment. They are requesting BTCRD intervention in order to have micro-breweries made exempt from these fees.

(2) College of the North Atlantic – Navigate Entrepreneurship Center – Chad Butt

- The Navigate Entrepreneurship Centre was established on Grenfell Campus, Memorial University in 2004. In its 12 years of operation it has provided business counselling and entrepreneurial services to students, faculty, staff and alumni.

- In October 2016, a second Navigate office was opened at the College of the North Atlantic facility in Corner Brook. The Navigate Entrepreneurship Centre is a partnership between Grenfell Campus, Memorial University and the College of the North Atlantic – Corner Brook Campus. *It is the only entrepreneurship centre in Canada that is a partnership between a university and a public community college.*
- Students, faculty, staff and alumni at both the Grenfell and CNA campuses now have the opportunity to discuss their ideas and explore options for possible business start-up and skills development. The facility shares a manager and administrative services.
- With two post-secondary institutions with cultural, arts, science, environmental, skilled trades and business programs, the Navigate Centre will continue to work to advance entrepreneurship, innovation and business start-ups. Its focus will be on engaging the innovative/entrepreneurial spirit of students, faculty, staff and alumni at Grenfell Campus, Memorial University and the College of the North Atlantic – Corner Brook Campus.
- In fall 2016, BTCRD provided \$19,500 towards the establishment of the CNA Navigate facility.
- MUN-Grenfell currently has a preliminary application submitted to BTCRD and ACOA totaling \$239,000 to establish a “Maker Space” innovation facility affiliated with Grenfell, and a business start-up “Incubator” to be housed adjacent to the Navigate Center in CNA.
- It should be noted that the facility has not been entirely successful in obtaining ongoing BTCRD RDF funding due to “core funding” guidelines. However, MUN-Grenfell continues to press this issue and frequently cites that other MUN structures such as the Genesis Center and Harris Center continue to receive funding to support ongoing activities on a regular basis.

(3) Western Steel Works Inc. – General Manager, Sally Lavers

- Western Steel Works Inc. (WSW) was established in 1986, and operates from two locations; an 11,000 sq. ft. facility in Deer Lake and a 13,000 sq. ft. facility located in Corner Brook. The company is owned and operated by Mr. Eric Patey of River of Ponds.
- The company custom fabricates a wide variety of miscellaneous mild steel, stainless steel and aluminum components. It supplies materials processing services such as shearing, shape cutting and bending. It also stocks and sells a variety of steel plate, sheet flats, angles, pipe and other related metal shapes to both commercial and non-commercial customers.
- Western Steel is an active participant in the Lean and Continuous Improvement Initiative offered through partnership with industry stakeholders such as; BTCRD, ACOA and the Canadian Manufacturers and Exporters association (CME).
- The company recently completed a full review of internal accounting procedures linked to cost of production. Funding assistance in the amount of \$7,013.00 was provided by

35(1)(d)

BTCRD's BDS program. [REDACTED]

- The company currently has a funding application pending in the amount of \$ 13,291.25 under the Department's Business Development Support Program seeking 50 % support of the total project cost of \$26,852. [REDACTED]

35(1)(d)

Prepared/Approved by: J. Davis/J. Carey/S. Read

Ministerial Approval: Received from Hon. [Minister's Name]

February 14, 2017