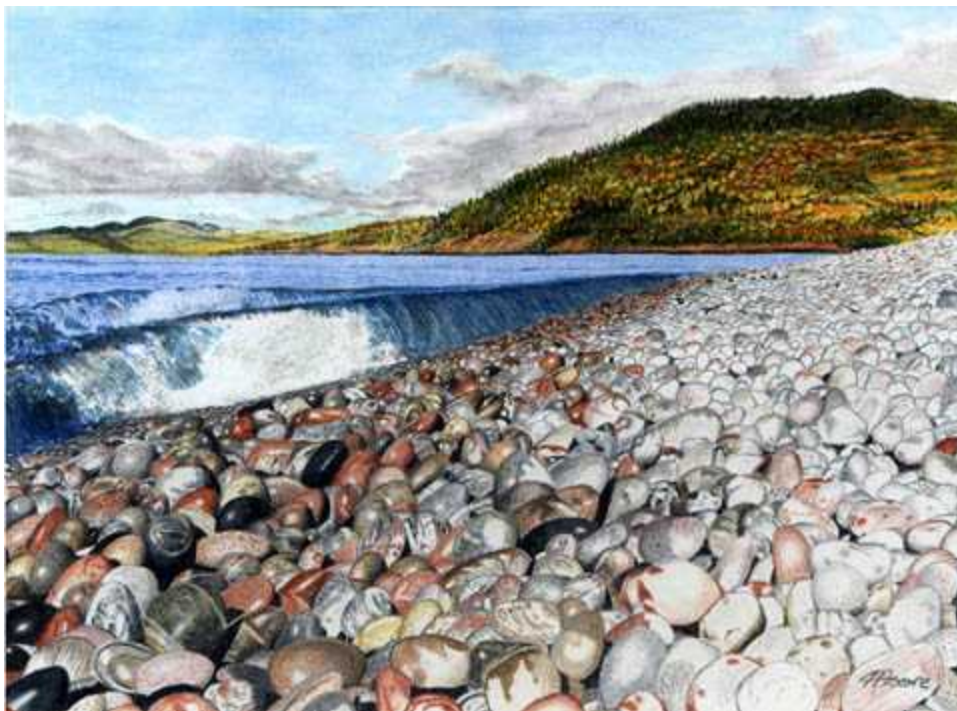


# STRATEGIC PLANNING FOR THE DEVELOPMENT OF MARATHON'S TOURISM ATTRIBUTES



2006

PREPARED BY:

DR. RHONDA KOSTER, ASSISTANT PROFESSOR  
SCHOOL OF OUTDOOR RECREATION, PARKS AND TOURISM  
LAKEHEAD UNIVERSITY

IN ASSOCIATION WITH  
THE MARATHON TOURISM ACTION COMMITTEE

AND THE SUPPORT OF  
THE TOWN OF MARATHON

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## Executive Summary

Marathon is a community well positioned, both in terms of geographic location and service based amenities to explore tourism as part of an economic diversification strategy. The rugged terrain of the Canadian Shield coupled with the amazing shoreline of Lake Superior provides a spectacular natural basis upon which to build a sustainable tourism industry. As such, this tourism product development strategy is focused around building an industry that capitalizes on the natural physical and cultural attributes within the community and region.

Planners, policymakers and governments alike are recognizing the potential for tourism to aid rural economies in transition. At the same time, there is increasing understanding of the importance of involving residents in the planning and implementation process to achieve long term sustainability of the industry. This study therefore employed a community-based tourism planning process, which integrated past studies with current conditions articulated by concerned and interested community residents who formed the planning committee. The resultant Marathon Tourism Action Committee (TAC) spent six months developing this strategic tourism development plan. This plan is based on the premise that development efforts should be based on naturally occurring physical and cultural amenities, which will benefit both local residents and visitors. As tourism numbers and financial gains warrant, additional attractions can be built and promoted. Previous tourism development studies and historical statistical analysis supported this decision.

The results of the TAC work were the creation of three general recommendations and several short, medium and long term project recommendations. In general terms, the TAC recommends the following: the development of the Tourism Action Committee as an advisory committee to Town Council; the development of a marketing strategy along with the creation of a Marathon 'brand' to promote tourism within the community, region and abroad, and; undertaking broad tourism education initiatives to provide the critical foundation support required by the tourism industry within rural areas.

Tourism project recommendations include upgrading, completing or developing a variety of infrastructure and attractions within the community, and were prioritized into short, medium and long term projects. Short term projects include, the completion of the Gateway project, continuation of the upgrading to Marathon's trails, the development of Pebble Beach, continuation of Highway & Town signage upgrading, updating and improving visitor information items, continued beautification of the Visitor Information Centre and beautification and development of Peninsula road (from the Penn Lake Road intersection to Stevens Avenue). Medium term projects include, the completion of Carden Cove, developing a Pukaskwa National Park, Neys & White Lake Provincial Park partnership for promotion, completion of the Marathon and Pic River First Nation Coastal Trail, beautification, multi-use and development of Peninsula Road (Penn Lake Road intersection to Highway 17), development of the Prisoner of War camp sites as historic attractions, and the development of and access to Mink Creek Falls. The long term project identified the development of tourism activities and opportunities packaging.

The TAC has identified an action and implementation strategy to aid in the completion of this strategic plan. By implementing this strategy, the Town of Marathon will create the

potential for a strong amenity base that will improve the quality of life for local residents, provide a solid and sustainable basis for a growing tourism industry, which will expand based on the development of a strong marketing plan.

The intention of the TAC is to not let this strategic plan “sit on a shelf and collect dust”; instead, the document should be revisited on a yearly basis to monitor progress, re-evaluate the content and context of the recommendations and to help manage change within the Town and region. As such, this document should be considered as a living document to aid in the growth and development of Marathon’s tourism industry.

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## 1.0 Introduction

Clare Gunn, in *Tourism and Planning* 4<sup>th</sup> Edition (2002) suggests that increasing the economic impact of tourism depends on a variety of factors such as the existence of viable services within a community, developing natural and cultural resources, having easy access to the community and attractions, capitalizing on existing developments, developing a favourable image, local acceptance of tourism, supportive government, available land for development, and the presence of entrepreneurs, labour and finance. Marathon has many of these attributes at present:

- its situation on Lake Superior and the Trans Canada highway provides an ideal location for the development of a tourism industry based on its natural and cultural assets;
- it is a vibrant community with all the essential services;
- there are many tourism related developments within the community that can support the further development of the industry;
- there is land available for development;
- community and government support exists for the development of tourism as part of an economic diversification strategy.

A number of studies have been completed in the last decade that provide a planning mechanism for the development of the tourism industry for Marathon, and this strategic plan builds on those past studies to provide a platform on which to construct the industry from the bottom up. The focus of this strategic plan is product development only and does not provide an accompanying marketing study or strategy.

The philosophical basis for the development of this strategic plan is a 'product based' approach to tourism development as opposed to a 'market based' approach (Inskeep, 1991). A *market-led* approach to tourism development is based on providing whatever attractions, facilities, and services the tourist market may demand. Placing the emphasis on matching tourist products and appropriate markets is not always appropriate for rural areas, as it may not reflect the interests or needs of the local community and may not be sustainable (both financial and over the long term) (Reid 1998). Such an approach could result in environmental degradation, loss of socio-cultural integrity of the tourism area, and may not provide even short-term economic benefits. Generally, market-led approaches are led by outside experts and do not reflect the interests or capacities of local people.

In contrast, a *product-led* approach is based on developing only those types of attractions, activities, and services that the community believes can best be integrated with minimum impacts into the local development patterns and society. Often potential attractions are currently available and naturally existing within the community and only require infrastructural or informational development, varying in cost magnitude. The development of such attractions generally benefits both local people and potential visitors, and as a result support for such initiatives is often greater from local residents, making it more sustainable over the long term. Marketing is then developed based on attracting those tourists who find

the available products of interest to them (Gunn 2002, Reid 2003). Once tourist numbers warrant, additional infrastructure and 'fabricated' attractions can be constructed, on the basis of solid visitor numbers and research. The result is a tourism industry that is viable and sustained by visitation to the region, thus reducing dependence on primary industry and government programming.

Such an approach requires time – it is not a quick fix, but rather one that:

- is based on naturally occurring attributes within the community and region;
- acknowledges financial commitments and capacities of local governments;
- addresses the interests of local residents;
- finds ways to support local entrepreneurial initiatives;
- seeks to engage local businesses and attractions that are currently developed, and;
- plans for future developments that will be undertaken and sustained through visitation, not local expense.

Based on such a premise, this strategic plan, much like those before it, provides a framework for the development of Marathon's tourism industry based on natural and cultural attributes that are present within the community and region. It provides an implementation strategy that identifies potential partners and organizations to ensure that the community may take advantage of its location and vitality as a community to reach its full potential as a tourism destination within north-western Ontario. This document should be revisited on a yearly basis and utilized to monitor progress, re-evaluate the content and context of the recommendations and manage change within the Town and region. As such, this document should not be left to collect dust on a shelf, and instead it should be considered as a living document to aid in the growth and development of Marathon's tourism industry.

## 1.1 Organization of Document

This document is organized into the following sections:

- Section Two provides a discussion on the importance of tourism for rural economies, describes the theory and process of community-based planning for tourism and outlines the process that the Marathon Tourism Action Committee (TAC) undertook in developing this strategic plan.
- Section Three highlights the results of previous tourism studies and strategies completed for Marathon and provides statistical analysis of visitation patterns for the community within the context of regional and provincial statistics.
- Section Four offers a series of recommendations that resulted from the TAC work and concludes by providing a framework that proposes a series of priority areas and implementation strategies.

## 2.0 Strategic Planning Process and Methodology

### 2.1 Importance of and Potential For Rural Tourism

Many rural areas are looking for alternative economic development to replace a former reliance on agriculture, mining, or forestry. As traditional industries are challenged by mechanization, resource scarcity and international influences, economic planners are looking for new industries based on these same resources, but which are not facing the same challenges (Butler et al 1998a). Often tourism is considered as an option because its development relies on an area's cultural, historic, ethnic, geographic, and natural uniqueness (Reid 2003). In its 1991-1992 report on tourism, the Organization for Economic Cooperation and Development (1994) stated that the suitability of rural areas for tourism development involves six factors:

- Scenic value - including mountains, seashores, lakes islands, rivers, and special interest scenery such as wetlands or mixed deciduous forest;
- Special wildlife assets;
- Cultural assets including historic buildings, towns, villages, sites, and/or ethnic heritage of all types;
- Special facilities for sports including hunting, fishing, skiing, hiking, etc.;
- Ease of access by large populations;
- Effective promotional, commercial, and management skills.

Anyone who has visited or lived in Marathon would recognize that the community and region possesses many of these attributes and although possession of them does not necessarily guarantee success, it does illustrate that the potential for tourism development is strong and does warrant further planning effort.

For those of us who have spent our lives in a rural community, it may be hard to believe, but rural areas provide a special appeal to tourists because of the mystique associated with a rural environment, its distinct culture, history, ethic and geographic characteristics (Butler et al 1998b). This is largely due to the fact that in Canada, approximately 70% of the population lives in urban environments, though this average varies within the provinces (Mendelson & Bollman 1998). Rural tourism is a growing sector of the tourism industry and can provide many benefits to rural communities:

- It can (and should) be developed locally in partnership with other small business, local government and other agencies;
- Its development is not dependent on outside firms or companies and their decisions on whether they want to be in the area or not;
- When considered against other economic development such as manufacturing, rural tourism is less costly and easier to establish, and;
- It works well with existing rural enterprise and can generate important secondary income in resource dependent areas.

There are a number of economic and social benefits of tourism development that deserve highlighting. Some of the economic benefits include:

- Developing new businesses, job growth, product development, improved infrastructure, and special opportunities to link with other services and products;
- The potential for profitable domestic industries - hotels, restaurants, transport systems, souvenirs and handicrafts and guide services;
- Diversifying local economies, particularly in rural areas where traditional industries are under threat, and;
- Stimulating improvements to local transportation and communications infrastructure, which brings benefits to local people.

Some social benefits include:

- It can also promote community pride and yield a higher quality of life;
- It creates new opportunities for locals such as new shopping and recreation alternatives;
- It has a positive impact on services by improving the standards of roads and other public facilities;
- It creates a demand for local arts;
- It increases pride and cultural identity, cohesion, and exchange of ideas, and increases knowledge about the culture of the area, and;
- It also creates opportunities for cultural exchange and revitalization of local traditions, and improves the image of the community, both internally and externally.

It is important to address the trends in Canadian rural tourism to illustrate the importance this industry has for rural Canadian economies. In 2000, 1% of all domestic overnight trips were spent in rural areas (primarily in resorts) and although this is a small percentage, it contributed \$360 million to the national economy (Beshiri, 2005a). Nearly half of all international tourist visits to Canada were to predominantly rural areas. The actual breakdown is 39% (or 25.6 million) visitors from the USA and 30% or (10.6 million) from overseas. Once in rural areas, half of the visitors remain in rural areas adjacent to urban centres and the other half to more remote rural areas. In particular, 4% of all USA visitors travel to northern rural areas.

When comparing the number of tourist visits to the number of rural residents, we find that for every rural resident, there are 11 tourist visits compared to 6 tourist visits for every urban resident. In other words, there is greater intensity of tourism in rural areas than urban. Table 1 provides a market profile of rural tourists in Canada.

The total employment figures attributed to tourism within Canada was 490,000 jobs in 2003 (Beshiri, 2005b). Between 1996 and 2003, employment in the tourism related sectors (air transportation, all other transportation, accommodation, food and beverage, recreation and

Table 1: Summary of the Characteristics of Travelers to Rural Canada, 2002

Visits to Rural Canada (% of total category of visitors to Canada)	
Domestic (Canadian) Visitors	50%
USA	39%
Overseas	33%
Spending	
Domestic (Canadian) Visitors	Average \$100 per day
USA	Average \$200 per day
Overseas	Average \$300-400 per day
Length of Stay	
Domestic (Canadian) Visitors	2 – 9 nights
USA	More than 2 - 9 nights
Overseas	More than 2 - 9 nights
Age	
Domestic (Canadian) Visitors	Less than 20
USA	More than 55
Overseas	Between 21 - 54

Source: Beshiri, 2005a

entertainment, travel agencies) grew by approximately 15%. In rural areas, tourism employment accounts for 3% of all jobs, while in northern areas, it is 4%. In fact, tourism has been the strongest employment sector across Canada for rural regions. The accommodations (40%), food and beverage (27%), and recreation and entertainment (16%) sectors account for the greatest employment.

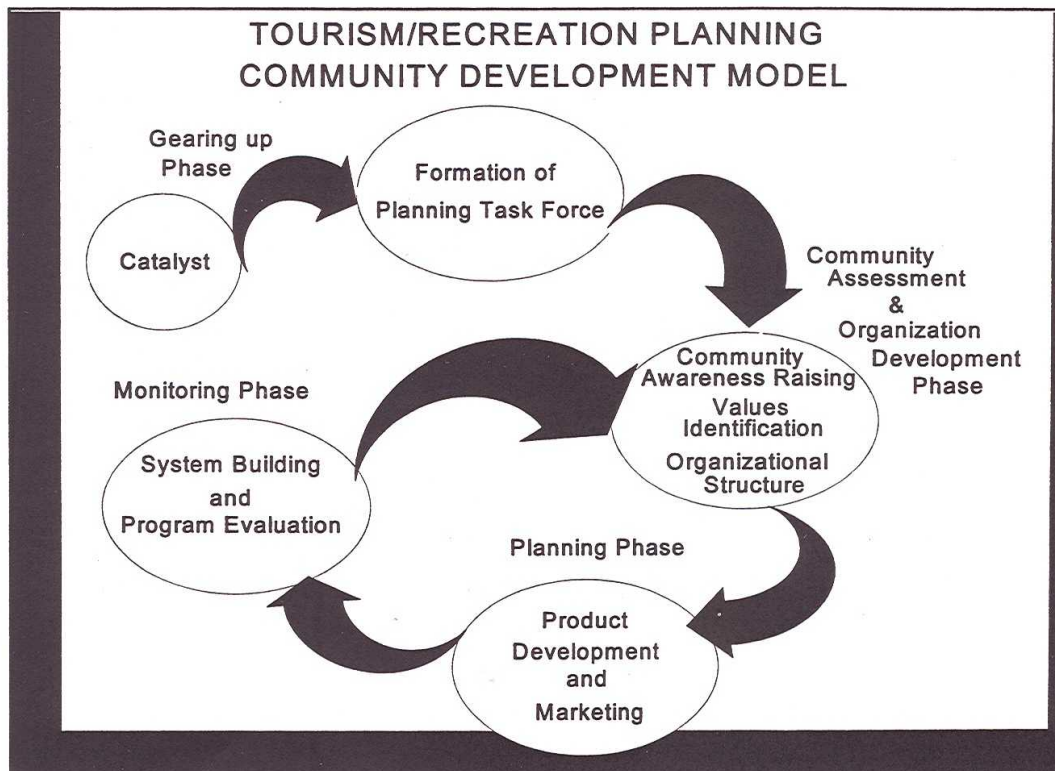
## 2.2 Community-based Tourism Development Planning

Employing a community-based approach to tourism development can aid the implementation and sustainability of the development as often such projects have greater community support and buy in from important stakeholders (Reid, 2003). The elements of a community development process include:

1. Building functional capacity in the community
  - developed through community member participation
2. Project based on a comprehensive vision of the future
  - long and short term project objectives for the community
  - includes implementation strategies that can be accomplished in incremental steps
3. The community must have access to a variety of resources in order to implement their goal
  - may include development funds (public and private)
  - access to other expertise

Figure 1 provides a graphic representation of a community-based tourism development planning model. As is evident from the model, the process begins through an individual catalyst that provides initial leadership to the planning process; often times this requires the inclusion of an outside expert to facilitate the community group. A task force (or action committee) is then struck, comprised of individuals who have technical expertise, vested interests in the eventual products of the plan and/or are concerned about the interests of the community more broadly. The next phase of the model is important, as it involves raising community awareness about the issues of tourism development and to seek the involvement of the community in determining the essence of the final product. The planning phase then involves several stages – product development and marketing, system building and program evaluation. The focus of this particular strategy is on product identification and development, as discussed below.

Figure 1



Source: Reid 2003

In order to complete a tourism development plan in keeping with the community-based philosophy and approach outlined above, a series of steps must be undertaken, which include the following:

#### Step 1: History

- Utilize past strategic plans and surveys to determine what is already known about tourism in the community

#### Step 2: Objectives

- Based on what is learned from past research, determine a vision of what the community might look like in the future in relationship to tourism

#### Step 3: Strengths and Weaknesses of Existing Tourism Product

- Examine what currently exists with regards to tourism
- Examine the current/past tourism statistics
- Examine potential tourism developments

#### Step 4: An Inventory

- Undertake an inventory of current tourism and recreation related attributes in the community and immediate region

#### Step 5: Action Items

- Identify what needs to be done and what the priority areas are
- Identify partnerships and existing community groups and organizations that can potentially be involved
- Determine action items and implementation strategies over a time frame of development

#### Step 6: Develop a Planning Document

- Create a document that outlines the process, the priority areas, partnerships, actions & implementation strategies and potential time frames
- Share this document with the community more broadly through a variety of venues
- Have the document approved and accepted by local government

## 2.3 Marathon Tourism Action Committee Methodology

Following the elements of community-based tourism development as previously outlined, the Marathon Tourism Action Committee (TAC) was struck in January 2006, comprised of 13 community members representing various business, industry and community interests, with Mayor David Bell and Daryl Skworchinski representing the Town of Marathon. Dr. Rhonda Koster of Lakehead University acted as a facilitator and research expert for the project. Monthly meetings were held February through June (Appendix 1 provides the meeting minutes).

The TAC held its first meeting in February, at which time the Terms of Reference (Appendix 2) for the project and the critical path forward were outlined.

The March meeting provided the opportunity to elect a chairperson of the committee, with Paulette Miller acclaimed. The committee reviewed the previous tourism related studies conducted for Marathon, and then utilized these reports as a basis for determining priority areas for tourism development (Appendix 3)

By the April meeting committee members had completed inventories of the various tourism related attributes found within Marathon and region (Appendix 4), and had completed a statistical analysis of visitation characteristics to Marathon and region (discussed in Section 3). Based on this information the committee developed a priority listing of short, medium and long term goals (Appendix 5).

During the June meetings, the committee completed a prioritization of projects within each of the short, medium and long term goal areas (Appendix 6) and developed an action/implementation framework that serves as the basis for the strategic plan for tourism development in Marathon (discussed in section 4). This plan was then written into a draft to be approved by the committee members and then shared with the community for consultation and input. The strategy was provided online, in various public venues in Marathon and a community meeting was held on August 28<sup>th</sup>, 2006. Various opportunities for comment were provided to Marathon residents. Utilizing committee and community feedback, a final draft was completed and submitted to Town Council for approval.

## 3.0 Historical Data on Marathon Tourism

### 3.1 Previous Studies

There have been a variety of important and useful studies completed that concern tourism development in Marathon, including the following:

- Marathon and Area Tourism Strategic Plan: Critical Area Development Plan (1997)
- Marathon and Area Tourism Strategic Plan: Residents Survey Summary Document (1997)
- Marathon Visitor Information Centre Statistical Reports (1995 to 2005)
- Marathon Business Retention and Expansion Report (2005)

The following list provides the highlights of critical areas for development as indicated in the 1997 strategic plan:

#### Short Term

- Develop the Junction of Peninsula Road and Highway 17 to entice people to stop and come into Marathon
- Make the Peninsula Road Corridor more inviting to both vehicular and pedestrian traffic
- Enhance potential of Pebble Beach as scenic area
- Enhance potential of Peninsula Harbour Lookout as scenic area
- Capitalize on route through business district to Carden Cove
- Enhance attractiveness of the Marathon Tourism Information Centre facility
- Identify and place promotional signage strategically on highway

#### Medium Term

- Continue development efforts of Carden Cove/Boat launch/Marina for both residents and tourists
- Develop Highway 17/627 intersection as entrance to Pukaskwa, Heron Bay & Pic River First Nation
- Enhance amenities and provide attraction information along Highway 627 Corridor

#### Long Term

- Mink Creek to Neys Corridor

Despite the low participation rate in the *Resident Survey*, the summary document indicated that in general, there was support for tourism development. A segment of those surveyed were concerned about how they could get tourists to spend more money in the community and others felt that it was only businesses that benefit from tourism.

### 3.2 Statistical Analysis

The statistical analysis provided in this section is based on information provided by the Marathon Visitor Information Centre, Ontario Parks and Pukaskwa National Park. Because the data are not collected in a standardized fashion between these agencies, only generalizations can be made between the data sources. Despite this limitation, the statistics

provide a fairly clear indication of the patterns of visitation and characteristics of visitors to Marathon and region. When these patterns are compared to those available for northern Ontario as a whole, it is evident that Marathon's tourism experience mirrors the trends for this portion of the province (Rogers, 2003).

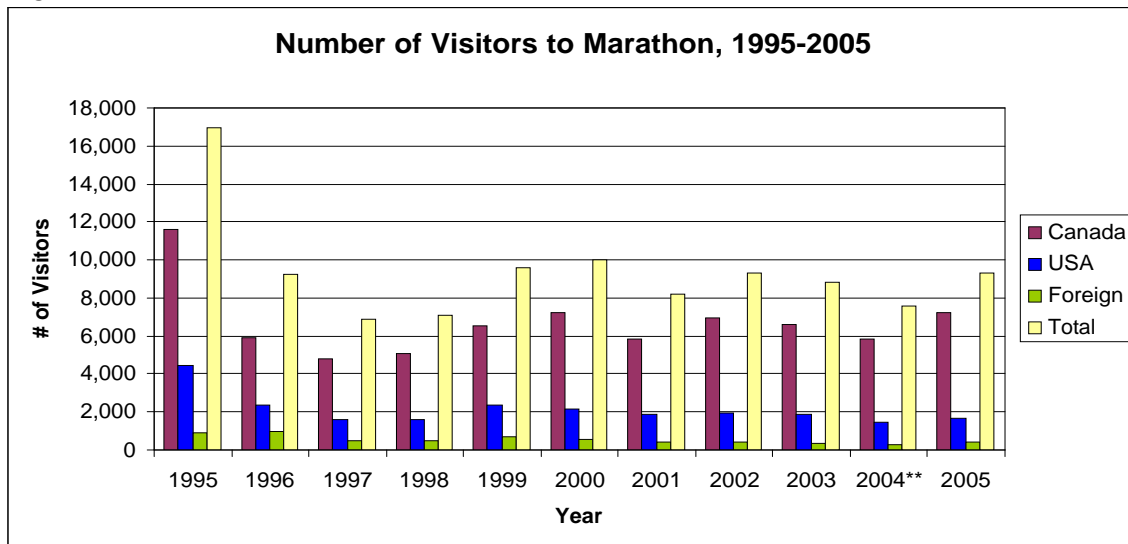
### 3.2.1 Visitation Characteristics for Marathon

The Marathon visitor information is based on four months (May through August) of information data collection, undertaken by the Marathon Visitor Information Centre (VIC). The statistics reflect only those people who were surveyed by VIC staff, which represent approximately 70% of total visitation to the centre. The data for 2004 do not include statistics for the month of June, so this data set is incomplete. Although the types of data collected remain relatively consistent each year, the method of data collection and the people collecting the data do not; the data for 1995 illustrates the problems associated with inconsistent data collection methodologies as these numbers are completely out of sync with all other data years. As such, these data can only be used for illustrative purposes and no conclusions can be made with certainty. Despite such limitations, the data provide a clear indication of visitation patterns and the interests of visitors to Marathon and the region.

#### 3.2.1.1 Numbers of Visitors to Marathon

As figure 2 illustrates, the largest number of visitors to Marathon are from Canada, with approximately 65% being from Ontario. Given the large geographic size of the province, it is expected that there would be a large percentage of domestic visitation. The American market makes up about 25%, with visitors coming from the border states of Wisconsin, Minnesota and Michigan. The number of international travelers is relatively low, but given the relatively peripheral location of Marathon within Canada, this number is higher than anticipated.

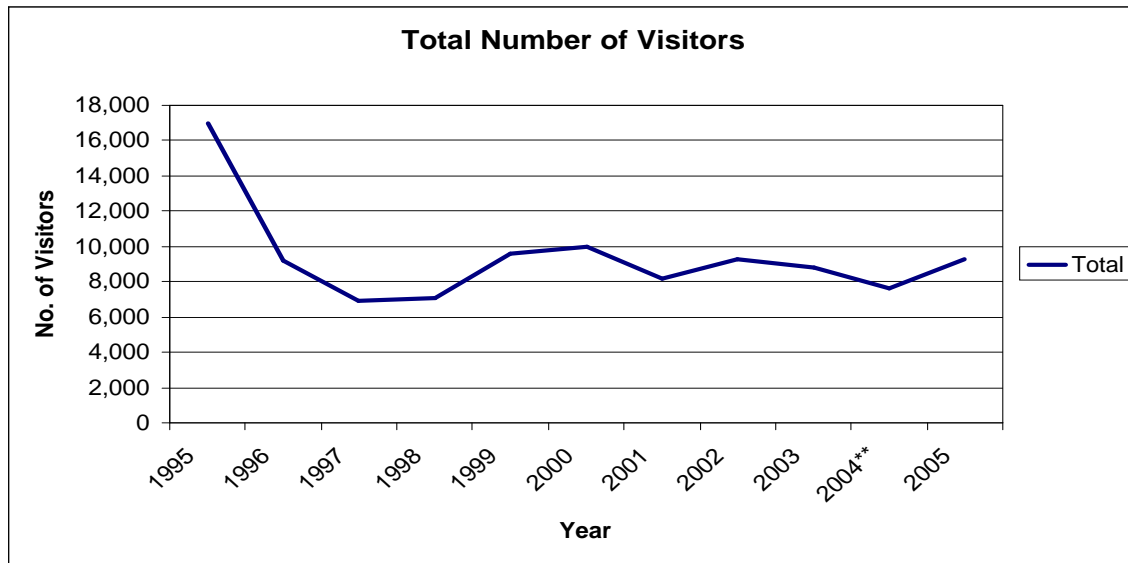
Figure 2



Source: VIC

The total number of visitors to Marathon has remained relatively consistent between 8,000 to 10,000 (Figure 3). What is important to note is that this amount of consistent visitation has been achieved or maintained with relatively no product development and marketing. This suggests the untapped potential of Marathon to attract tourists (both domestically and internationally) once suitable products have been developed and marketing strategy has been determined.

Figure 3



Source: VIC

### 3.2.1.2 Reasons for Visiting Marathon

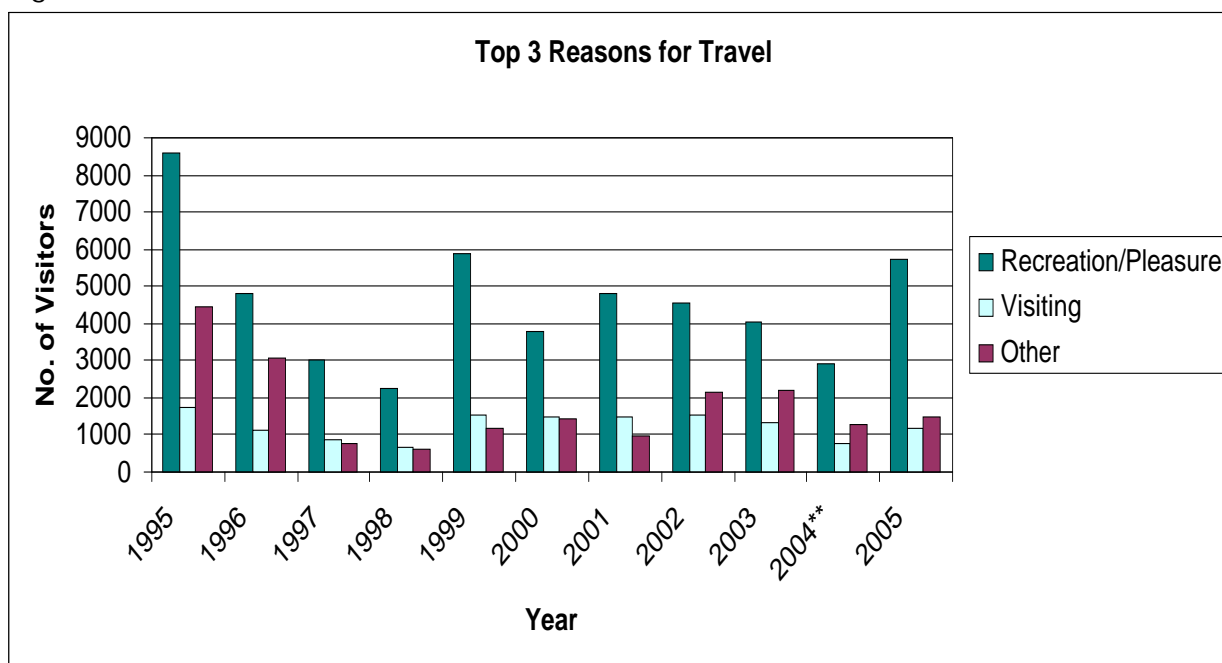
Although there are a variety of reasons for visiting Marathon, an examination of choice for this destination illustrates that the top three reasons centre on recreation opportunities, and when combined with where people chose to stay, it is clear that camping is a key attraction in the region (Table 2 & Figure 4).

Table 2: Reason for Travel to Marathon

Reason	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004**	2005
Recreation/Pleasure	8571	4814	3009	2261	5862	3798	4813	4540	4049	2928	5719
Shopping	165	16	28	106	81	77	110	124	94	42	84
Visiting	1739	1149	867	663	1552	1468	1508	1547	1355	749	1176
Business	787	341	142	161	233	308	295	280	304	205	493
Convention	60	41	419	92	149	158	212	375	431	76	162
Circle Tour	na	194	518	177	493	456	269	290	390	232	167
Other	4429	3053	784	633	1193	1427	991	2149	2180	1282	1477

Source: VIC

Figure 4



Source: VIC

Visiting Friends and Relatives (VFR) is also a key reason for visitation to Marathon – again a trend to be expected given the mobile nature of the baby boomer generation and their children (reference). However, Gunn (2002) suggests that this is a major market segment that should not be underestimated. Indeed, the VFR segment is an important component of rural tourism as it provides a positive word of mouth channel (Clarke, 2005).

Within the top three categories, ‘other’ is a dominant category, and this relates largely to those visitors who are passing through, but have stopped at the VIC. It is this population that a marketing strategy should target and for whom product development is so important because although Marathon may not have been a destination choice on their first time through, the products available should entice visitors to make Marathon a destination or overnight stop during subsequent trips.

### 3.2.1.3 Accommodation

As indicated earlier, camping is an important source of accommodation for visitors to Marathon and the region. As such, the current renewal of Penn Lake Park is important as it will provide an additional source of accommodation directly in Marathon.

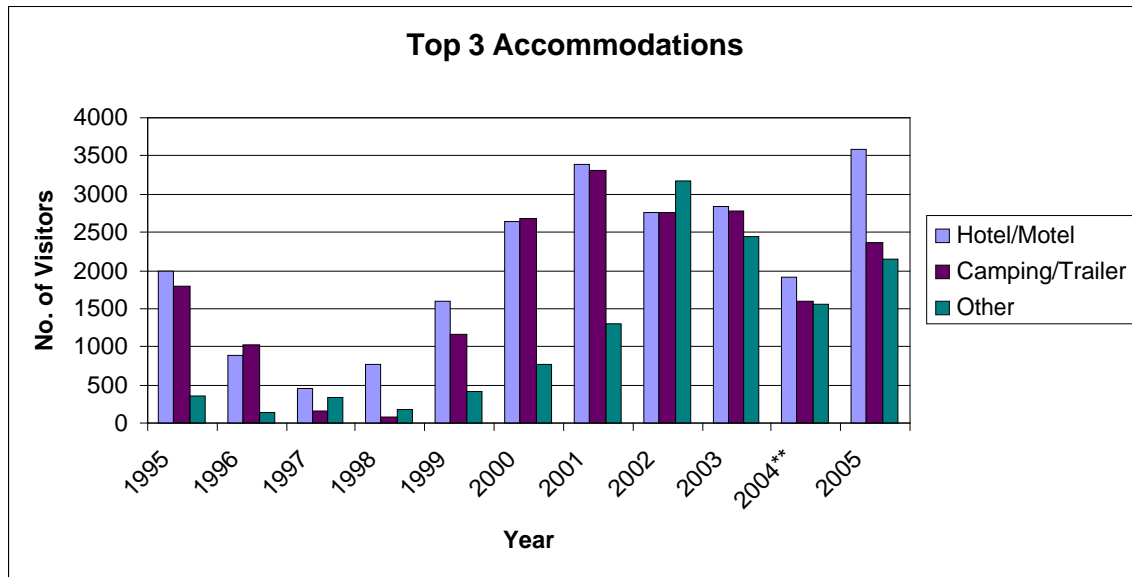
As Table 3 and Figure 5 illustrate, hotel stays have grown significantly since 1995. Hotel stays are important as they directly support local businesses in terms of accommodation owners, restaurateurs and other service-based retailers. The “other” category signifies the accommodation of visiting friends and relatives who stay with family.

Table 3: Accommodation Choice and Number of Visitors

Accommodation Type	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004**	2005
Hotel/Motel	1994	893	463	778	1591	2650	3391	2755	2834	1906	3592
Resort/Lodge	61	26	19	29	46	109	96	193	156	100	233
Rental Cottage/Cabin	na	7	69	56	82	172	262	231	320	96	227
Private Cottage/Cabin	242	112	664	314	71	170	169	153	230	136	297
Camping/Trailer	1800	1023	155	71	1154	2682	3304	2762	2778	1596	2364
Outfitter/Outpost	12	10	78	69	126	139	74	36	48	133	426
Other	352	132	331	184	407	760	1292	3175	2437	1547	2139

Source: VIC

Figure 5

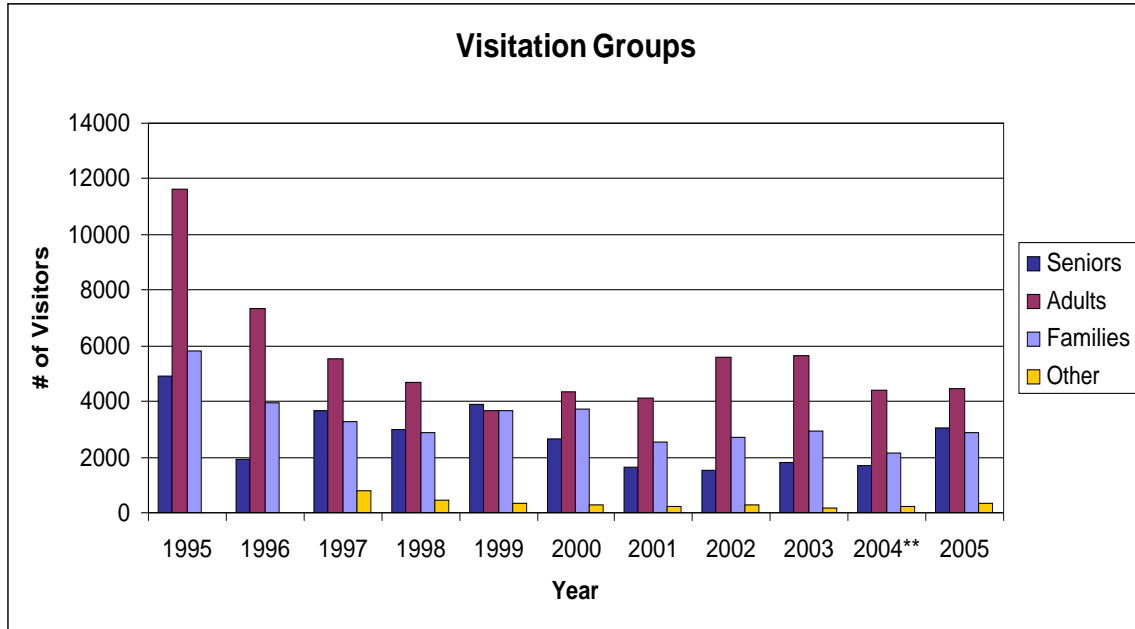


Source: VIC

### 3.2.1.4 Types of Visitors

As Figure 6 so clearly indicates, the largest population visiting Marathon is adults traveling without children. The number of visiting seniors is declining while the number of families is remaining relatively consistent.

Figure 6



Source: VIC

### 3.2.1.5 Length of Stay

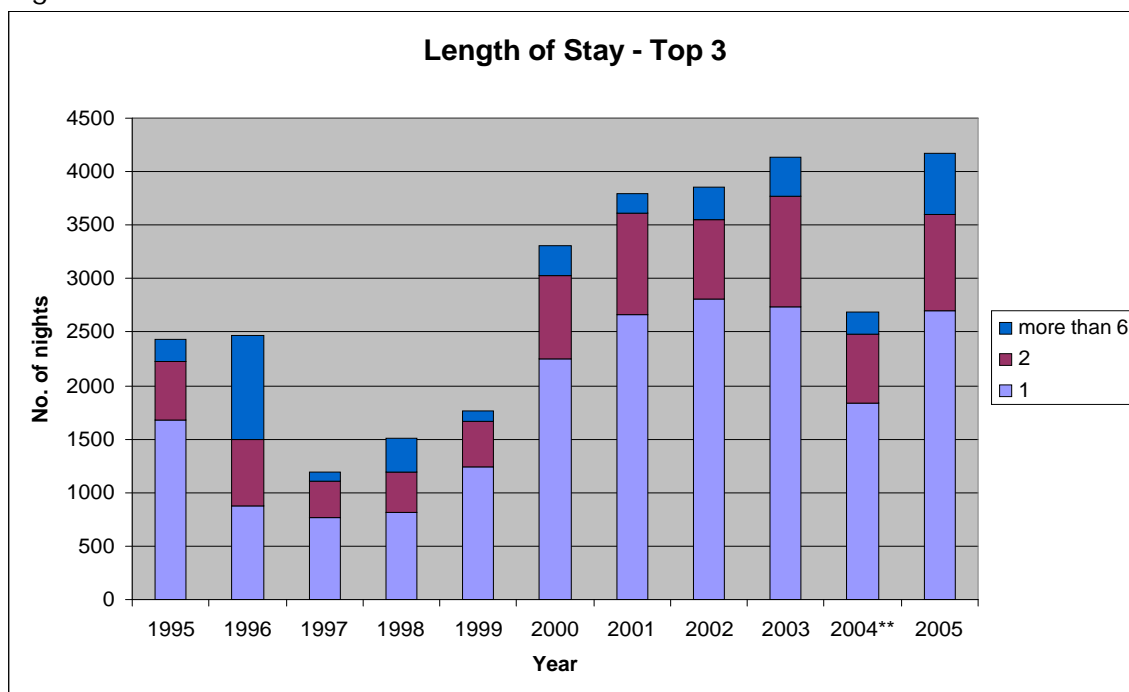
Table 4 and Figure 7 provide a summary of the length of stay of visitors. As we might expect, around half of all visitors stay one or two nights. What is surprising is that the next largest grouping stays more than 6 nights. The important trend in these statistics is that the length of stay is increasing. Literature indicates that the average expenditure for visitors staying overnight is \$100 per day, so this trend is significant (Beshiri 2005a).

Table 4: Average Length of Stay

	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004**	2005
1	1675	875	768	812	1241	2249	2662	2812	2731	1840	2696
2	546	616	338	382	424	778	949	744	1040	639	903
3	210	381	129	172	123	291	327	357	383	211	373
4	124	300	61	142	72	173	250	244	204	111	210
5	82	210	38	251	31	85	141	93	185	131	115
6	29	168	18	34	27	44	56	157	77	55	119
> 6	214	972	85	310	103	279	185	301	366	212	571
<b>Total</b>	<b>2880</b>	<b>3522</b>	<b>3455</b>	<b>4915</b>	<b>4519</b>	<b>9386</b>	<b>8704</b>	<b>4708</b>	<b>4986</b>	<b>3198</b>	<b>4987</b>

Source: VIC

Figure 7



Source: VIC

### 3.2.2 Visitation Characteristics for Marathon Region (Neys and White Lake Provincial Parks and Pukaskwa National Park)

While visitation directly to Marathon as previously outlined is important, visitation to the region is equally so. Visitation to both the regional provincial and national park provides another set of valuable statistics of the number of people to the region, as illustrated in Tables 5 and 6.

Table 5: Visitor Characteristics for White Lake and Neys Provincial Parks, 2005

	White Lake	Neys	Total
Number of Visitors	36,919	32,089	69,008
Day Use Visitors	6,712	3,546	10,258
Number of Campers	13,133	12,974	26,107
Number of Camp Nights	30,209	28,543	58,752
Average Length of Stay	2.3	2.1	n/a
Average Party Size	3.4	3.5	n/a
July/August Occupancy	44%	65%	n/a

Source: Ontario Parks, 2005

Table 6: Number of Visitors to Pukaskwa National Park 1998-2004

	May through August	Year Total
1998	7,939	9,454
1999	9,627	11,083
2000	8,498	10,166
2001	7,076	8,558
2002	8,062	9,403
2003	7,252	8,270
2004	5,994	7,332

Source: Parks Canada, 2005

Much like Marathon, 59% of visitors to Pukaskwa come from Ontario, with 48% originating from north-western Ontario. The American market accounts for 33% of visitation only. And like the visitation pattern for Ontario's provincial parks, the highest concentration of visitation occurs between July and August.

These statistics suggest that the provincial and national parks found within the region are an important source of potential and real visitors to Marathon, either on 'rain days' and/or as a source for food and other supplies.

### 3.3 Conclusions

Previous studies of Marathon's tourism potential and future have clearly identified some of the naturally occurring features (both physical and cultural) as attractions worthy of development. In addition there has been recognition that other community assets and infrastructure needs to be addressed in order to support tourism development.

Visitation data for Marathon and region indicates that there is a strong domestic market traveling to the region for its recreational opportunities, taking advantage of a variety of accommodation sources, including visiting friends and relatives. In addition to a strong provincial market, Marathon receives a significant number of Canadian and American visitors.

Previous studies and statistical analysis suggest that a product-led approach to tourism development is warranted. Much of the current visitation to Marathon has been based on limited product and virtually no marketing; this should not be viewed as a criticism but rather as untapped potential. By developing the tourism products available within the community, local residents will benefit from improved infrastructure (both municipal and recreational) and the opportunities for visitors will be increased exponentially. Once products are developed within the community, a marketing plan will be required to provide information to potential visitors; this is an element that was not within the parameters of this study or process.

## 4.0 Strategic Outcomes

There were several strategic outcomes based on the research and planning process undertaken by the TAC, which resulted in the development of two categories of recommendations. The first group is general in nature and provides an overarching framework that supports the second category, which includes the specific product development items that are described under the action and implementation framework (section 4.2).

### 4.1 General Recommendations

The overarching recommendations are critical as they provide the base and supporting structure to the product development framework. Table 7 summarizes these recommendations.

Table 7: Summary of Recommendations

Recommendation	Timeline / Priority
TAC as Committee of Council	Immediate / Critical
Branding & Development of Marketing Strategy	Immediate / Critical
Education	Ongoing / Important

#### TAC as a Committee of Council

The committee recommended that in order to ensure that planned items are actually implemented, there would need to be a reporting structure in place to monitor the completion of projects. As a result, the committee recommends the development of the Tourism Action Committee as an advisory committee to Council. Within the Action & Implementation Framework, the groups identified as potentially responsible for undertaking each project would therefore report to the TAC. Precedence for a similar reporting structure and relationship already exists, for example the Community Development Commission (CDC) is an advisory committee to Council and under its umbrella of responsibilities, various groups (such as the Trails Committee) undertake projects and report to the CDC.

#### Branding & Development of Marketing Strategy

Many studies have been undertaken which illustrate the importance of branding in tourism development, especially with respect to rural tourism (Cai 2002; Prideaux 2002). Branding of a tourist destination or region can be defined as:

The marketing activities (1) that support the creation of a name, symbol, logo, word mark or other graphic that both identifies and differentiates a destination; (2) that convey the promise of a memorable travel experience that is uniquely associated with the destination; and (3) that serve to consolidate and reinforce the recollection of pleasurable memories of the destination experience, all with the intent purpose of creating an image that influences consumers' decisions to

visit the destination in question, as opposed to an alternative one. ((Blain, Levy, and Ritchie 2005 p. 331/332)

This definition of branding suggests that a tourism destination needs to differentiate itself from other regions, in this case, within Ontario and Canada. If done correctly, destination branding, will (1) get the potential visitor's attention, (2) capture their interest, (3) inspire a desire to visit the destination, (4) develop conviction, in other words, the belief that the branded destination will meet their expectations, (5) encourage action, where the visitor travels to the destination, and, finally, (6) create positive recollection (Futrell, 2004, p. 286).

The TAC recognized the importance of developing a brand or theme around which all signage, informational/interpretive materials and tourism related infrastructure could be based. Branding would provide a unifying theme upon which tourism products could be developed and promoted, and in return, this would offer the benefits of tourist recognition and interest as outlined above. It would also provide a 'professional look' to the tourism development within the community.

Branding however, is difficult, time consuming, potentially expensive and should be undertaken within the context of a marketing strategy. The creation of a marketing strategy is a critical element in the development of any tourism industry (Hudson 2005). The TAC recognizes the importance of marketing and recommends that a marketing strategy be undertaken once identified projects have been started (not necessarily completed).

The TAC recommends the hiring of an expert in marketing and branding to develop a concept design and strategy. This process should include opportunities for community participation and consultation to ensure that the community is represented in an image appropriate to Marathon's vision of itself. It is also suggested that local talents and expertise in this area be utilized, and to this end the TAC identified the Marathon Artist Partnership, the Communities in Bloom committee, and Joseph Fry, Landscape Architect, as potential partners in this endeavor. It is also suggested that an ad hoc committee may want to meet with its counterpart in Manitouwadge, as they have recently completed a similar exercise resulting in the "Play in the Extreme" brand & marketing strategy for that region. It is estimated that the marketing and branding exercise may cost \$150,000.00.

### Education & Training

Perhaps one of the greatest challenges facing rural tourism is limited knowledge and understanding of what tourism means. Within a rural economy, especially one that has historically been based on primary industry, it is often difficult for community residents and business owners to fully appreciate the potential and requirements of the tourism industry, as it is simply not within a familiar frame of reference; industrial development that supports and enhances forestry or mining is generally understood, but tourism development is not. Because of the important role every individual plays in the tourist experience of a

community, it is vital that appropriate and timely education is given to community stakeholders.

The tourism industry is made up of a wide range of service industry segments from accommodations, restaurants and bars, to tours and attractions. But this industry also includes gas stations, grocery and convenience stores as well as other retail operations. Within a rural context, these establishments are often privately owned small business enterprises, and it is these stakeholders and their employees that benefit the most from training support (Becton and Graetz 2001). However, it is equally important to provide education to the public at large so that they can understand and appreciate the role of tourism in their community.

There is a variety of programs offered nationally and provincially to support tourism service training. The tourism recruitment "Ready-to-Work" Program helps unemployed people with the transition into the tourism workforce. This national internship program primarily targets people to age 29, including Aboriginals, social assistance recipients and new immigrants, but also provides assistance to older workers and career changers. Program participants receive a minimum of three weeks pre-employment orientation in the classroom, followed by a six-month entry-level paid tourism employment period that can lead to long-term tourism employment. Information on this program is available through the Conference Board of Canada and the Canadian Tourism Human Resource Council website: [www.cthrc.ca](http://www.cthrc.ca) or [www.tourismworkweb.com](http://www.tourismworkweb.com)

The Ontario Tourism Education Corporation (OTEC) offers a wide variety of facilitated training programs, specializing in interpersonal skills and organizational development for service industries at both the front-line and management levels. They provide training either in house or through training seminars. Information on their programs is available on their website, <http://www.otec.org/>.

Recognizing the importance of education, the TAC recommends that education and training programs be investigated and pursued for service industry employees. In particular, the Ready to Work program should be investigated for its potential to engage and train youth in the community. The TAC has identified the Communities in Bloom committee and Confederation College – Job Connect as potential partners.

## 4.2 Action Planning and Implementation Strategy

The TAC members were intent on creating a strategic plan that would "have results" and as such, prioritized projects based on their relative importance and ease of implementation. The projects were prioritized under short, medium and long term categories, each with subsequent priority levels, designated as A, B and C. This prioritization follows the same framework as that used by Town Council. The utilization of priority levels, A, B, and C follows the logic that depending on what amount of funding and resources are in place, Priority A project get completed first, B projects second, and C projects third.

The TAC utilized the following categories to outline each project and its implementation:

- Action to be undertaken
- Responsible Entity
- Potential Partners
- Estimated Budget

These categories allowed the committee to provide the general parameters of each project, acknowledge work already in progress on each project, identify potential partners, estimate timelines and general implementation strategies. It was recognized that detailed descriptions would be time consuming and perhaps not necessary as often projects take on different directions during implementation and that committees or groups overseeing the implementation of each project would likely develop their own detailed plan of action.

Table 8 provides a summary of the projects and their prioritization. It is important to clarify a couple of items before providing the project recommendations. The importance of the Town of Marathon as a partner in these projects can not be emphasized enough and as such, its partnership is considered implicit for each project area. This does not imply financial responsibility, but does illustrate the need for the Town's support and involvement.

Potential Partners have been identified as an attempt to include those agencies or committees that have expertise, interest or involvement in a particular project. It does not imply a financial commitment, though it may include funding, in kind or volunteer support.

Table 8: Project Highlights

Short Term Projects	
Priority "A"	Gateway, Trails, Pebble Beach, Highway & Town Signage, Visitor Information Items, Visitor Information Centre
Priority "B"	Peninsula Road (Penn Lake Road intersection to Stevens Avenue)
Medium Term Projects	
Priority "A"	Carden Cove, Pukaskwa National Park, Neys & White Lake Provincial Park Partnership for Promotion, Marathon and Pic River First Nation Coastal Trail
Priority "C" (no B)	Peninsula Road (Penn Lake Road intersection to highway), Prisoner of War camps, Mink Creek Falls
Long Term Projects	Tourism activities and opportunities packaging

### 4.3 The TAC Strategic Plan for the Development of Marathon's Tourism Products and Future Industry

The following section provides the detailed action and implementation elements that were developed by the TAC.

#### Short Term Developments Priority A Projects

##### 1. Gateway

The project entails the further beautification and development of infrastructure and signage at the intersection of Highway 17 and Peninsula Road (the entrance to the town). This project is critical as it identifies that the Marathon actually exists to people passing by.

##### Action:

- This project is in progress, with architectural plans currently being developed
- Public consultation is required
- The concept has to be finalized
- Must receive council approval
- Once accomplished and funding is in place, the project can be built.

##### Responsible Entity:

- Town

##### Potential Partners:

- Chamber of Commerce and service clubs
- Communities in Bloom committee
- Industry and businesses
- Northern Ontario Heritage Fund
- Ministry of Natural Resource
- Ministry of Transportation
- Ministry of Environment
- FEDNOR

Estimated Budget: \$300,000.00

##### 2. Trails

The trails committee (of the CDC) has completed a Trails Enhancement Study and has identified priority areas. The TAC recognizes their work and wish to support their efforts as the committee recognizes the importance of the trails for both residents and visitors to the town.

##### Action:

- Develop a concept plan for entire trail system development
- Develop signage

- interpretive
- directional (how to find trail heads, directions while on trail, distances, time etc.)
- Need to standardize trail signage “Look”
- Develop trail maps
- Upgrade trails
- Parking at trail heads

Responsible Entities:

- Trails Committee (Key player)
- Town

Potential Partners:

- Use information developed for Penn Lake on interpretation.
- Pic River First Nation for upgrading of trails (expertise)
- Pukaskwa National Park for interpretation expertise
- Industry
- High School
- Katimavik
- Lakehead University

Estimated Budget: \$20,000.00

### 3. Pebble Beach

Pebble Beach is recognized as a ‘gem’ within the array of potential products available in Marathon. Its beauty, geological history and connection to the Group of Seven make it a truly unique attraction. At present, the beach is difficult to find, parking is not adequate, the beach is inaccessible to physically challenged individuals, and there is no geological or historical interpretation of the area.

Action:

- Develop directional signage to the beach
- Develop Conceptual plan for Pebble Beach development
- Undertake public consultation on concept plan
- Develop some interpretation signage

Entities Responsible:

- TAC
- Marathon Pulp Inc.
- Town of Marathon

Potential Partners:

- Communities in Bloom committee
- Ministry of Natural Resources - Great Lakes Heritage Coast

Estimated Budget: \$10,000.00 à \$100,000

#### 4. Highway & Town Signage

Given the relative distance between major centres in northern Ontario, the use of informational signage alerting travelers to the presence of the community and its services is important. However, there is some debate in the literature as to how many signs and the distance at which they should be placed (Gunn 2002). Despite the need for discussion on the use of signs, the TAC recognized the importance of developing quality signs on the highway. In addition, the current directional signage within the town is lacking – although there are many signs, they are difficult to see and distinguish.

##### Action:

- There is currently work in progress on developing and erecting highway signs for local businesses
- Discussion is required on use of signage and at what distances from town they should be placed (i.e. beginning at 100 km away?)
- All signage (both highway and in town) should be developed in conjunction with the branding and marketing theme
- Tourism related signs in town should be distinguishable from other types of signage and should be strategically placed to aid visitors

##### Responsible Entity:

- Town of Marathon
- Chamber of Commerce

##### Potential Partners:

- Ministry of Transportation
- Local Businesses

Estimated Budget: \$ 20,000.00 à \$ 40,000.00

#### 5. Visitor Information Items

The Visitor Information Centre provides a tremendous amount of information on tourism attractions that are available within the town and region. However, because much of the tourism products currently are not fully developed, some information may be missing. In addition, there is no adequate map to assist travelers as they visit the town.

##### Action:

- Undertake a gap analysis (identification) of what exists at the Visitor Information Centre and what is missing
- Any missing materials should be packaged
- Any information should include the level of development or quality of the product available so as not to mislead visitors
- Develop a map of Marathon with all information on it (a single takeaway)
- Town of Marathon has digital base map that could be utilized

- The map should include business advertisements (the space for which would be purchased by local businesses)

Responsible Entity:

- Chamber of Commerce for the development of the map
- TAC for information

Potential Partners:

- Trails committee
- other important attractions
- Lakehead University for mapping assistance

Budget: Limited – advertising on map should pay production costs

Time Line: Ready for March 2007

6. Visitor Information Centre

Although the structure (exterior and interior) of the actual Visitor Information Centre building is very attractive and functional, the grounds require beautification. In addition, the VIC would benefit by having a large map of Marathon (based on the previously identified small map) that would hang in the building. This would provide an opportunity for VIC staff to easily identify attractions and their locations, and it would be a form of advertising for local businesses.

Action:

- Continue beautification that is in progress
- Develop a big map of marathon (based on small one)

Responsible Entities:

- Town of Marathon for beautification
- Chamber of Commerce for map

Potential Partners:

- Chamber of Commerce
- Local businesses
- Communities in Bloom committee
- Town of Marathon

Estimated Budget: \$35,000.00

## Short Term Developments Priority B Projects

### 1. Peninsula Road (Penn Lake Road intersection to Stevens Avenue)

The portion of Peninsula Road from Penn Lake Road intersection to Stevens Avenue serves as a gate way to the community and provides the 'first impression' to travelers. As such, beautification efforts should continue.

Action:

- Ongoing beautification ( i.e. tree planting, flowers, etc)

Responsible Entity:

- Communities in Bloom committee
- Town

Potential Partners:

- Business community (granting agencies)
- Community at large (sponsorship through Living Legacy project)

Budget:       \$30,000.00

## Medium Term Developments Priority A Projects

### 1. Carden Cove

Carden Cove is another of Marathon's treasures, and like Pebble Beach, it requires development. There have been studies and development plans created for this particular parcel of land, but at present requires significant investment. Along with the benefits the proposed developments for Carden Cove will provide for local residents and businesses, the potential contribution of Carden Cove to the tourism industry in Marathon is irrefutable.

Action:

- Downsize existing plan to smaller version
- The plan identifies all that needs to be done, and investment is all that is required.

Responsible Entities:

- Waterfront Development Committee
- Town of Marathon

Potential Partners:

- Ministry of Natural Resources
- Ministry of Northern Development and Mines
- Ministry of Environment

- FEDNOR
- Department of Fisheries and Oceans
- Marathon Harbour and Marina Boat Club

Budget Estimate: \$2.5 à \$6 million

### 2. Pukaskwa National Park, Neys & White Lake Provincial Park Partnership for Promotion

The national park and two provincial parks are recognized as sources of visitation to the region and in particular for Marathon. At present, little promotion of the parks and of Marathon is done at these sites. The TAC believes that inter-park promotion is an untapped source of marketing that may encourage visitors to stay in the region for a longer period of time.

Action:

- Set meeting to get the three parks (or two entities) together
- Develop an Memorandum of Understanding
- Objective is joint promotion

Responsible Entities:

- TAC

Potential Partners: N/A

Budget Estimate: N/A

Time Line:

- Organize meetings for off season

### 3. Marathon and Pic River First Nation Coastal Trail

Marathon and Pic River First Nation have been working on the concept of developing a coastal trail between Marathon and the mouth of the Pic River, along Lake Superior. The potential of this trail as an attraction is tremendous, especially given the cultural and geo-physical history and beauty of the location.

Action:

- A concept plan has been developed for this trail, with support from both the Town & First Nation; this project has been indicated as a priority for both councils
- Have funding for a position in place and are waiting to hire a coordinator
- TAC will work with and support the project

Entity Responsible:

- Town of Marathon, Pic River First Nation
- Community Development Commission
- Marathon Trails Committee
- Hired position

Potential Partners:

- Friends of Pukaskwa National Park

Estimated Budget for Trail development: \$ 100,000.00

### Medium Term Developments Priority C Projects (no B)

1. Peninsula Road (Penn Lake Road intersection to Highway 17) & Scout Forest  
The portion of Peninsula Road from the Penn Lake Road intersection to the Highway 17 is currently underdeveloped in terms of its multi-use potential and beautification. The Scout Forest is an untapped resource in terms of its historical and biological interpretation potential. The forest should be cleaned up, some trails cleared and interpretation on forest growth developed. The road way could be beautified through planting and the creation of a biking/walking path.

Action:

- Develop a conceptual plan for beautification and multi-use in conjunction with road re-development
- Develop a conceptual plan for the use of the Scout Forest

Responsible Entity:

- Town

Potential Partners:

- Communities in Bloom committee
- Marathon Pulp Inc.
- Scouts Canada
- Chamber of Commerce

Budget: Dependent upon road reconstruction costs

2. Prisoner of War camps  
Heritage tourism is one of the largest and growing segments of the tourism industry, reflecting tourist interests in learning more about their own and other's history. The Prisoner of War camps located in this region are a largely untapped source of heritage tourism. Their restoration and development would not only serve as an attraction, but as an educational instrument for local people and school children.

Action:

- TAC will lobby government to assist in development of the POW camps
- This will require information gathering on possible sources of funding & support

Responsible Entity:

- TAC

Potential Partners:

- Neys Provincial Park
- Ontario Parks
- Various Provincial and Federal Government departments and agencies
- Marathon Legion & Senior Citizens.

Budget: \$100,000.00 +

### 3. Mink Creek Falls

Mink Creek Falls is considered a local treasure, but because of the lack of accessibility, it is not used to its full potential, either by local residents or tourists.

Action:

- Lobby the Ministry of Natural Resources to develop a staging area and accessible routes into the falls
- Under the Great Lakes Heritage Coast program, Mink Creek Falls was identified and a general conceptual plan developed. This concept should be used as a basis for the development of the falls

Responsible Entity:

- TAC

Potential Partners:

- Ministry of Natural Resources
- Ministry of Transportation
- Ministry of Tourism
- Ministry of Northern Development and Mines
- FEDNOR

Budget: \$50,000.00 - \$100,000.00

## Long Term Project

### 1. Tourism Packages

There are a variety of existing tourism related operators and attractions, and once the products that have been identified by this strategy have been developed, the opportunities to create packages that combine these elements will be limitless. The development and packaging of tourism activities requires the integration of local businesses, organizations and attractions under the coordination of individuals or new entrepreneurs. It is anticipated that such developments will encourage and support the development of new businesses in Marathon.

Action:

- Researchers at Lakehead University are developing a pilot project to develop tourism packaging opportunities based on attributes present within rural communities and the regions in which they are located
- Marathon could become part of this pilot project

Responsible Entities:

- School of Outdoor Recreation, Parks and Tourism (Drs. Rhonda Koster and R. Harvey Lemelin)
- Superior North Community Futures Development Corporation

Potential Partners:

- Northern Ontario Heritage Fund
- FEDNOR
- Social Sciences & Humanities Research Council

Budget: To be determined

Time Line: 2 to 3 Year project.

## 5.0 Conclusion

Marathon is a vibrant community, with many natural, cultural and service based attributes that position it well within the tourist milieu. Its friendly people, range of quality services, variety of accommodations, opportunities for and access to various recreational opportunities, its artistic community and general appearance position the community well within the context of the north shore communities of Lake Superior. All of these attributes, when developed within a strategic vision, have the potential to contribute to the economic diversification and sustainability of Marathon.

This strategic plan has been developed on the basis of previous studies and the involvement of a broad representation from the community members of Marathon. It was the intention of the Marathon Tourism Action Committee to develop a plan that would see the development of tourism products based on naturally occurring features and amenities currently present within the community, with a view to growing the industry over time and in a financially sustainable way.

The result of the TAC work is a strategic plan that identifies the integration of current projects (Gateway, Carden Cove, trail development, coastal trail development) with improvements to tourism infrastructure and information (roadway beautification, signage, Visitor Information Centre, National and Provincial Park partnership for promotion) and new projects (Pebble Beach development, Mink Creek Falls, Prisoner of War Camp development, and tourism packaging). This strategy is based on the fact that by developing such attributes, followed up with a strong marketing plan to promote the community and its attractions, will result in a strong and viable tourism industry. It is anticipated that such growth will encourage the development of businesses to provide ancillary attractions and support to the industry over time.

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## 7.0 Appendices

### Appendix 1 TAC Meeting Minutes

MINUTES OF THE  
TOURISM ACTION COMMITTEE  
HELD ON FRIDAY, FEBRUARY 17, 2006 AT 8:00 A.M.  
IN COMMITTEE ROOM 2 AT TOWN HALL  
\*\*\*\*\*

PRESENT: Mayor David Bell  
Yvon Paris  
Anna Gay  
Ray Lake  
Bryan Cassie  
Sherri Campbell  
Julie Rivet  
Harry Brar  
Dr. Rhonda Koster (by phone)  
Daryl Skworchinski

1. Call to Order

The meeting was called to order at 8:00 a.m.

2. Welcome and Introductions

Daryl welcomed everybody and roundtable introductions took place.

3. Project Background

- Marathon Tourism Strategy was started 10 – 12 years ago, but was never finished
- the objective is to redevelop and implement the plan
- the local tourism sector will be relied upon more and more as an economic driver
- need to capitalize on it to diversify Marathon's economy

4. Terms of Reference

- These will guide the progress of the committee and contain the scope and objectives of the project

5. Critical Path Forward

Rhonda explained:

- need to take a phased approach to developing the plan

- research will be the focus for the next three months (approximate ) and then a strategy framework can be drafted
- need to educate the community on the value of tourism

Group discussion ensued on the critical path forward and the following items were discussed:

- need to look at things through the eyes of a tourist
- need to implement the plan and not sit on a shelf
- need to get people off the Highway into the Town of Marathon
- need to focus on/promote/develop Marathon's assets
- need for a large scale tourism attraction
- tourism has been a disjointed effort in the past
- there is a need for a balanced plan
- tourism is a sustainable resource that Marathon does not take advantage of
- need to take a strategic approach to develop the plan and although it may be painful at times, it is necessary

#### 6. Date and Time of Next Meeting

- next meeting is scheduled for March 3 from 8 – 10 a.m.
- all meetings will be one hour long, unless otherwise planned
- a chair will be chosen on March 3
- Terms of Reference will be finalized on March 3

#### 7. Adjournment

The meeting adjourned at 9:00 a.m.

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MINUTES OF THE  
TOURISM ACTION COMMITTEE  
HELD ON FRIDAY, MARCH 3, 2006 AT 8:00 A.M.  
IN COMMITTEE ROOM 2 AT TOWN HALL  
\*\*\*\*\*

PRESENT: Dr. Rhonda Koster  
Mayor David Bell  
Christine Bassler  
Sherri Campbell  
Bryan Cassie  
Anna Gay  
Bob Hancherow  
Ray Lake  
Paulette Miller  
Julie Rivet  
Daryl Skworchinski  
Susan Webber  
Doug Gale

1. Call to Order

The meeting was called to order at 8:05 a.m.

2. Welcome and Introductions

Daryl welcomed everybody and roundtable introductions took place.

3. Finalizing the Terms of Reference

It was agreed that the only thing that needed to be changed was the tense from past to present. Daryl and Bob will complete this.

4. Determine Chair of Tourism Action Committee

Paulette Miller agreed to be Chair of the Committee. Thanks Paulette!

5. Overview of Community Tourism Development Planning

Rhonda gave an overview of Community Tourism Development Planning. The presentation will be emailed to all Committee members.

6. Review of Previous Studies

A review and discussion on previous tourism studies done for Marathon took place.

## 7. Community Activity

Rhonda facilitated the group through a brainstorming session where each group was asked to come up with priority areas. These areas could have been from previous studies, or new ones. The following areas were summarized:

### Short Term

- Junction of Peninsula Road and Highway 17
- Peninsula Road Corridor
- Pebble Beach
- Peninsula Harbour Lookout
- Visitor Information Centre
- Highway Signage
- Capitalize on Boy Scout Forest
- Multi-season, multi-use trail development
- Kayaking and other various recreation activities

### Medium Term

- Carden Cove (family facilities, washrooms)
- Pukaskwa Park
- Peninsula Road
- Prisoner of War Camps
- Mink Creek
- Pic River relationship/partnership building
- Partnership building (i.e., NOSTA, etc)

### Long Term

- Tourism packages
- Group of Seven
- First Nations
- Tourist Train

## 8 Involving Community

Extensive discussion took place on how to best involve the community and the following points were brought forward:

- The implementation of the Tourism Strategy should be made an election issue
- The results of the BR+E survey should be reviewed (Daryl)
- A Town Hall meeting called by Council with a focus on Tourism might be a good forum for input

- A survey may be a mechanism to utilize to gain input – Rhonda/Daryl will scrutinize and send out via email for comments
- Public consultations will be important to undertake at some point
- A Public Relations Campaign should be initiated ASAP to inform the public about the value of tourism (Daryl/Rhonda)

9. Assignment of Tasks

Each Committee member as an assignment leading up to the next meeting was asked to come up with details on how to best accomplish or achieve the short/medium/long term focus areas identified as well as complete a resource inventory.

10. Next Meeting

The next meeting is scheduled for Friday, April 28, 2006 from 8 – 10 a.m. in Committee Room 2 at the Town Hall.

11. Adjournment

The meeting adjourned at 10:15 a.m.

#### TASKS TO BE COMPLETED

- 1) Rhonda to complete Baseline research
- 2) Daryl to review BR+E data
- 3) TAC Committee to develop details on how to “attack” each focus area
- 4) Public education campaign (all)
- 5) Complete the inventory sheets that Rhonda provided (all)

m:\3-30-16\tac\min\_0303

MINUTES OF THE  
TOURISM ACTION COMMITTEE  
HELD ON WEDNESDAY, APRIL 26, 2006 AT 8:00 A.M.  
IN COMMITTEE ROOM 2 AT TOWN HALL  
\*\*\*\*\*

PRESENT: Dr. Rhonda Koster  
Christine Bassler  
Bryan Cassie  
Anna Gay  
Bob Hancherow  
Paulette Miller  
Julie Rivet  
Daryl Skworchinski  
Doug Gale  
Iris Sullivan  
Yvon Paris  
Laura Comeau

1. Call to Order

The meeting was called to order at 8:00 a.m.

2. Welcome and Introductions

Daryl welcomed everybody and roundtable introductions took place.

3. Review of Background Material

Rhonda presented a background report on Marathon's historical tourism statistics – 1995 – 2005. The Majority of visitors are from Canada and originated in Ontario. The majority of US visitors are from the near border States.

It was noted that Mrathon draws a fair volume of visitors with very little marketing.

The number one reason people visit Marathon is the recreation opportunities.

The average length of stay is 1-2 nights but the average length people are staying in Marathon is increasing.

Discussion took place regarding the type of information collected at the Visitor Information Centre. It was decided to review the survey to see if it can be updated.

4. Group Exercise – Review of Inventory summary

There is a lack of information about Marathon that is publicly promoted.

Mink Creek Falls is an area that could use some structured development.

There is a need to create a tourism vision for Marathon and get the necessary buy-in.

Discussion took place on the fact that Marathon needs a map of the community that also highlights the local attractions.

5. Group Exercise – What is already being done in the community? (See next page)

There is a need to take on one short-term project for the TAC to complete.

How are we going to tackle our priority list?

6. Next Meeting

The next meeting is scheduled for Wednesday, June 7, 2006 from 8 – 10 a.m. in Committee Room 2 at the Town Hall.

7. Adjournment

The meeting adjourned at 10:15 a.m.

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MINUTES OF THE  
TOURISM ACTION COMMITTEE  
HELD ON WEDNESDAY, JUNE 6, 2006 AT 8:00 A.M.  
IN COMMITTEE ROOM 2 AT TOWN HALL  
\*\*\*\*\*

PRESENT: Dr. Rhonda Koster  
Bob Hancherow  
Paulette Miller  
Daryl Skworchinski  
Laura Comeau  
Ray Lake

1. Call to Order

The meeting was called to order at 8:00 a.m.

2. Meeting Objectives

Rhonda outlined the objectives for the meeting, which were to prioritize the goals that have previously been identified, within each of the short, medium and long term categories.

4. Group Exercise – Prioritizing Goals/Projects (dots!)

Each member of the group was given dots to use to identify which goals/projects they felt were most important. From this exercise, priorities for the strategic plan were established (provided over page).

Daryl indicated that in the language of the Capital Budget, council divided priorities into A (within a year), B (within 2 to 3 years), and C (within 3 to 5 years) categories. The group decided that we would use the same framework.

6. Next Meeting

The next meeting is scheduled for Wednesday, June 21, 2006 from 4 to 6 pm at the Visitor Information Centre. Supper will be provided.

During this meeting, the group will fully develop the action framework for each priority area. Please come with comments and ideas.

7. Adjournment

The meeting adjourned at 9:45 a.m.

MINUTES OF THE  
TOURISM ACTION COMMITTEE  
HELD ON WEDNESDAY, JUNE 21, 2006 AT 4:00 P..M.  
AT THE VISITOR INFORMATION CENTRE  
\*\*\*\*\*

PRESENT: Dr. Rhonda Koster  
Bob Hancherow  
Paulette Miller  
Daryl Skworchinski  
Laura Comeau  
Ray Lake  
Bryan Cassie  
Iris Sullivan

1. Call to Order

The meeting was called to order at 4:00 p.m.

2. Meeting Objectives

The committee recommended that in order to ensure the planned items are actually implemented, there would need to be a reporting structure in place to monitor the completion of projects.

As a result, it was decided that the smart plan would be to recommend the development of the TAC as an advisory committee to Council and that groups identified in the action framework would "report" to the TAC (much as the trails committee does to the CDC).

3. The committee worked to create an action framework for all identified projects (as attached). These will form the basis or part of the strategic plan to be written in its first draft by Rhonda. This initial draft will be shared electronically with the TAC committee for review and additions. Once the initial draft has been completed, Rhonda will prepare the first draft for community consultation.

NOTE: For the Action framework, the importance of the Town as a partner is implicit for each project area. This does not imply financial responsibility, but does illustrate the need for and importance of the Town's support and involvement.

Potential Partners – is an attempt to identify those agencies or committees that have expertise, interest or involvement in a particular project. It does not imply a financial commitment, though it may include funding, in kind or volunteer support.

4. Next Meeting

The next meeting is scheduled for August

5. Adjournment

The meeting adjourned at 6:45 p.m.

## MARATHON TOURISM DEVELOPMENT STRATEGY

### TERMS OF REFERENCE

#### 1.0 A BRIEF HISTORY OF MARATHON, ONTARIO

Marathon, Ontario is located halfway between Sault Ste. Marie and Thunder Bay on the north shore of the world's largest fresh water lake by area, Lake Superior. There is evidence that the area had been inhabited as early as 1500 B.C. by a pottery-using people. Later groups of Native people occupied the sand beaches at the mouth of the Pic River as long ago as 500 B.C.

Explorers rediscovered the area in the early 1600s. The earliest exploration settlement was a fur trading post under the control of the Northwest Company at the mouth of the Pic River around 1790. Over the next century, fur was king; however, with the burgeoning of an industrial nation, wood and mineral resources became recognized as the wealth of the wilderness.

Peninsula Harbour at Marathon was the base of operations for one of the most difficult and costly phases of the Canadian Pacific Railway construction program in the 1880s. At its peak, 12,000 men and 5,000 horses worked out of the "wickedest town in Canada." The logging and mining industries dominated the stage in the twentieth century. Marathon Paper Mills of Wisconsin began construction of a pulp mill in 1944 and the town was thus named Marathon later the same year. Today, Marathon Pulp Inc. is jointly owned by Tembec and Kruger.

Marathon remained a small pulp town of 2,000 people until 1981 when gold was discovered at nearby Hemlo. Hemlo is the site of the three largest gold mines in the country; Williams Operating Corporation, Battle Mountain, and Teck Operating Corporation - David Bell Mine, respectively. Projections indicate that the mines have a production capacity of 30 years. Although there is a great deal of exploration going on in the surrounding area, mining activity has stabilized over the past few years. By 1985, when the first gold bar was poured, the town had grown to its present population of just over 5,000.

Marathon is anxious to diversify local economic activity to compete in the new global economy. Although tourism has never played a significant role in the Marathon economy, a series of planning workshops conducted by Marathon's Community Development Commission revealed that tourism was a desired area of long-term development. This desire is compounded by the fact that recent interest in diversifying our economy at all levels has prompted many municipalities to take a hard look at the feasibility of tourism as an alternative means of economic opportunity.

#### 2.0 PURPOSE OF STUDY

Tourism, as an agent of transformation, can affect the social, economic, and physical relationships of communities where it has been adopted. To maximize the benefits and minimize the disadvantages of tourism's power to transform resources and host communities, it is necessary to formulate clear planning and management policies. The purpose of the Marathon Tourism Development Strategy is

to expand and promote the tourism potential of Marathon within desirable and realistic parameters while attempting to address the following objectives:

- § identification of all existing and potential tourism attractions and opportunities
- § determining and understanding the profiles of existing and potential visitors
- § targeting priority visitor groups on an activity basis
- § increasing the awareness of local attractions to visitors as well as residents
- § determining ways to attract more first time visitors to Marathon
- § drawing more visitors to the commercial zones and areas of attractions
- § increasing the length of stay of visitors
- § increasing the visitation in shoulder and winter seasons
- § increasing the expenditures of visitors
- § determine information needs and/or deficiencies, i.e., establish a visitor information data base

### 3.0 STUDY AREA

The primary study area will be the Town of Marathon, including the community of the Pic 50 First Nation, Heron Bay, Pukaskwa National Park, and Neys Provincial Park. Secondary consideration will be given to the North of Superior travel area.

### 4.0 MARATHON TOURISM ACTION COMMITTEE

A Tourism Action Committee, which is a sub-committee of the Community Development Commission has been formed as the mechanism to coordinate the development of the Marathon Tourism Development Strategy.

The role of the CDC Tourism Sub-committee shall be:

- § to facilitate the development of the tourism development strategy
- § to liaise with the Community Development Commission and keep it abreast of progress

### 5.0 COMMUNITY INVOLVEMENT

The objective of a community approach to tourism is to produce a "Community Tourism Product" which is one that the community, as a whole, wishes to present to the tourism market. Tourism possesses great potential for social and economic benefits if planning can be redirected from purely business and development approaches, to a more open and community-oriented approach which views tourism as a local resource. The product and image that Marathon packages and sells is highly dependent on the goodwill and cooperation of its residents. To develop cooperation and trade-offs, communication is required.

Tourism needs to be planned and managed as a renewable resource industry, based on local capacities and community decision making. More local input and involvement at the planning stage will give destination communities a greater stake in the industry and create a more responsive partnership. As such, information sessions, forums for feedback and input, and progress reports will be encouraged at several stages in the development of the plan.

## 6.0 WORK PROGRAM

### 6.1 Phase I - Research

- (a) delineation of distinctive community features, including historical and natural resources, ethnic and cultural features, and dominant landforms
- (b) plotting critical areas, i.e., areas where the visual quality is especially important, such as entrance routes and structures, major travel corridors, and areas which attract large numbers of people
- (c) the establishment of objectives within each critical zone which may involve preservation, modification, or enhancement
- (d) compiling information about existing and potential visitors to Marathon
- (e) review of existing marketplace marketing mechanisms
- (f) overall feasibility of opportunities

### 6.2 Phase II - Analysis

Based on the findings of Phase I, develop an overall strategy with action programs to meet the objectives stated in Section 2.0 and address:

- (a) environmental and accessibility considerations
- (b) business, economic, and employment opportunities
- (c) social and cultural considerations
- (d) other synergistic community initiatives
- (e) other synergistic regional, provincial, and federal initiatives

## MARATHON TOURISM DEVELOPMENT STRATEGY

### Critical Path Forward

#### January

- Recruit/form Tourism Action Committee
- Finalize Terms of Reference for the project

#### February

- Hold initial meeting
  - § Discuss path forward – Terms of Reference, Critical Path, Task List

#### March/April

- Complete primary and secondary project research
  - § Surveys
  - § Provincial, regional, community data and statistics

May/June/July

- Write and complete Draft of Strategy

August

- Present Draft Strategy to Public through Open House & seek input

September/October

- Make revisions to Strategy
- Complete and finalize Strategy and present to Council for approval

## Appendix 3 Brainstorming Activity

The TAC completed a brainstorming session to determine priority areas for tourism development based on previous studies or new ideas. The following areas were summarized:

### Short Term

- Junction of Peninsula Road and Highway 17
- Peninsula Road Corridor
- Pebble Beach
- Peninsula Harbour Lookout
- Visitor Information Centre
- Highway Signage
- Capitalize on Boy Scout Forest
- Multi-season, multi-use trail development
- Kayaking and other various recreation activities

### Medium Term

- Carden Cove (family facilities, washrooms)
- Pukaskwa Park
- Peninsula Road
- Prisoner of War Camps
- Mink Creek
- Pic River relationship/partnership building
- Partnership building (i.e., NOSTA, etc)

### Long Term

- Tourism packages
- Group of Seven
- First Nations
- Tourist Train

Appendix 4  
Community Inventories

**Marathon Tourism Action Committee 2006 – Inventories**

**Inventory: Nature Based Attractions**

<b>Attraction</b>	<b>Presence</b>	<b>Locations</b>	<b>Developed or Requires Development</b>
Bird watching sites	Y	Hawk's ridge Penn Lake	developed developed
Wildlife watching sites	Y	Hattie Cove at Pukaskwa National Park Lake Superior shoreline	developed
Marine sites	N		
Wilderness areas	Y	Pukaskwa NP	developed
Nature trails	Y	Hawk's Ridge trail Penn Lake Pukaskwa NP Neys Provincial Park Carden Cove to Sturdy Cove Trail from Marathon to Pukaskwa	developed developed developed developed developed
Star gazing sites	Y	Peninsula Golf Course	developed
Environmental programs	Y	Pukaskwa NP	developed
Canyons, caves	N		
Sand dunes	Y	Mouth of Pic River	developed
Hills, cliffs	Y	Hawk's ridge Pebble beach Hill behind Yawkey Ave.	developed developed developed
Natural lookout points	Y	Ski hill Pebble Beach Carden Cove Road Sturdy Cove	developed developed developed developed
Gardens, parks	N		

Provincial parks	Y	Neys	Developed
National parks	Y	Pukaskwa	Developed
Municipal, local parks	Y	Penn Lake Del Earl (kid's park) Pebble Beach (kid's park)	developed developed developed
Woodlands	Y	Scout Forest	Requires development
Swamps	N		
Forest sites	Y	Crown land surrounding Marathon	Requires development
Wetlands	N		
Waterfalls	Y	Mink Creek	Requires development
Lakes	Y	Lake Superior Shack Lake  Penn Lake Three Finger Lake Jackfish Lake	developed Requires development developed developed developed
Beaches	Y	Carden Cove Pebble Beach Beaches at Pukaskwa NP	developed developed developed
Islands	N		
Rivers, streams, creeks	Y	Pic River Black River  Mink Creek  Angler Creek	developed Requires development Requires development Requires development Requires development
Others: Natural Depression		Craig's Pit	Requires development

Inventory: Recreation Activities

Activity	Presence	Location	Developed or Requires Developments
Camping	Yes	Penn Lake Pukaskwa Neys White Lake	Developed
Picnicking	Yes	Penn Lake Pukaskwa Neys	Developed
Fishing derbies	Yes		Developed
Horseback riding	Yes	Jackfish	Requires development
Marathons	No		
Fishing and hunting	Yes		Needs development
Swimming	Yes	Port Hole Pool Carden Cove The Lagoon Cummings Beach	
Boating	Yes		Needs development
Scuba diving, snorkeling	No		
Water skiing, wind surfing	No		
Rafting, river floating	No		
Skeet/ trap shooting	No		
Hang gliding	No		
Hot air ballooning	No		
Kite flying	No		
Hiking, walking	Yes	Pukaskwa Neys Hawks Ridge Carden Cove	Needs development
Running areas	Yes	Hawks Ridge Penn Lake Heights Carden Cove Water Treatment Road	Needs development
Fossil, rock and	Yes		Needs development

mineral hunting			
Pack horse trips	No		
Wagon trail excursions	No		
Rock Climbing	No		
Spelunking (caving)	No		
Alpine Skiing	Yes	Superior Slopes	Developed
Cross country (classic & Skate)	Yes	Peninsula Golf Course	Developed
Snowmobiling	Yes		Needs development
Ice Skating	Yes	Marathon Recreation Centre Penn Lake	Developed/Needs development
Theme Parks	No		
Playground	Yes	Del Earle Park Pebble Beach	Needs development
Spa facilities	No		
Ball games/ Tournaments	Yes	Tri Sport	Needs development
Card tournaments	Yes	Marathon Legion	Needs development
Curling/ Hockey tournaments	Yes	Marathon Curling Club Marathon Recreation Centre	Developed
Bicycling	Yes	Hawks Ridge Carden Cove	Needs development
Golfing	Yes	Peninsula Golf Course	Developed
Tennis	Yes	Tennis Court	Needs development
Lawn bowling	No		
Other			

### Inventory: Heritage and Culture

Attraction	Presence	Locations	Developed or Requires Development
Fine Art museum, galleries and exhibits	Artist in residence	Pukaskwa	Developed
Craft, folkart exhibits, shows	Crafter's Fair	Moose/Rec Hall	Developed
Photography collections	Historical Society	Museum	Needs development
Archaeological and historic museums/sites	POW Camps	Neys/Angler	Needs development
Maritime museum/sites	Marathon Museum	Marathon	Developed
Nature, ecological and science museum/sites	Interpretive displays	Pukaskwa/Neys Parks	Developed
Halls of fame	None in Marathon		
Murals	None in Marathon		
Genealogical collections	Marathon Genealogical Society	Museum	Needs development
Churches, synagogues, temples, sacred sites	Catholic, United, Pentecostal, Anglican, Mouth of Pic	Marathon, Pic River	Developed
Missions and shrines	None		
Archaeological sites	McDonnell Store	Artifacts and documentation at Museum	Was completed
Historical sites	POW Camps Pic River Post	Neys/Angler Pic	Needs development
Historic districts	None		

Early settlements	Peninsula	Peninsula Harbour	Developed
Ghost towns	Coldwell, Jackfish, Heron Bay South		Needs development
Landmarks of historic events	Pic Island/Group of 7	Little Pic River	Needs development
Lumber or mining camps	Stevens, Camp 19, Granite Quarry	Marathon Area	Needs development
Waterfront restoration	Marina Project	Marathon	Needs development
Farms, ranches	None		
Recreated villages	None		
Old forts or battle sites	Pic River Fort	Pic River	Needs development
Sites associated with famous people	Pic Island, Group of Seven	Marathon area	Needs development
Statues or other sculpture	None		
Buildings of architectural interests	Chimney	Lakeview community centre	Developed
Memorials and monuments	Cenataph	Marathon	Developed
Restored or converted warehouses, factories	Dino Ryan's Workshop	Marathon (Built in 1930's as Timber Co. Office)	Developed
Ceremonial dances	Powwow	Pic River	Developed
Ethnic celebrations	Powwow	Pic River	Developed
Historical re-enactments	None		
Heritage storytelling	Powwow	Pic River	Developed
Walking tours	none		
OTHER			

### Inventory: Special Events

Events	Presence	Locations	Developed or Requires Development
Pageants	None		
Film series	None		
Dance and drama productions	High school United church	Marathon	Developed
Symphony and orchestra performances	None		
Music festivals	Marathon Music Festival	Arena	Developed-volunteers
Concerts, recitals, poetry readings	Christmas	schools	Developed
Workshops, seminars, retreats	Different types and varieties) (eg. Gardening, painting)	Marathon	Needs development
Camps (athletic, training, language etc)	Hockey	arena	Sporadic
Other learning vacation opportunities	Trail system, Neys, Pukaskwa	Marathon area	Needs development
Fairs	None		
Seasonal celebrations	Christmas parade, Canada Day	Marathon	Developed
Farmers market	Planned for 2006	Marathon	Ongoing
Environmental festivals	None		
Air shows	None		
Animal shows	Mut strut	Marathon	Developed
Antique and Collectible shows	None		

Auto and boat shows	None		
Craft and Hobby shows	Craft show	marathon	Developed
Flower or garden shows	Garden tour	Marathon	Developed
Food festivals and tasting events	none		
Races	Canoe races, triathlon	Marathon	Developed
Tournaments	Trisport, hockey, softball, golf, skiing, etc	Marathon	Developed
Home and artisan tours	Pukaskwa, Marathon Artists Partnership	Marathon, Pukaskwa	Developed, could use more
Holiday celebrations (Canada Day)	Canada Day Celebrations	Penn Lake	Developed
Ethnic celebrations	Robby Burns	Marathon	Developed
Christmas festivities	Christmas Parade	Marathon	developed
Barbecues or food special events	A number of fundraisers throughout the summer	Marathon	developed
Parades	Christmas Parade	Marathon	developed
OTHER			

### Inventory: Other Attractions

Attractions	Presence	Locations	Developed or Requires Development
Road side produce stands	none		
Locally prepared food specialities			
Restaurants and bars with local or ethnic foods	none		
Ethnic grocery stores	none		
Winery/brew pub	Store in Marathon	Marathon	Developed
Bakeries	Sweet and saucy	Marathon	Developed
Showboats, charters, ferries	charters	Marathon	Developed, but could use more
Railway rides	None		
Bed and breakfast	Lakeview		
Retreat/learning centres	pukaskwa		Developed
Bridges	Mark frame bridge, pic river, pukaskwa suspension, little pic river	Marathon area	Developed
Unusual buildings	none		
Dams, power stations, hydro plants	Hydro one, black river generating station, umbata falls	Marathon area	Developed
Industrial plant tours (mine, mill)	None		
Geothermal installation	None		
Railroad depots	None		

Observation towers	None		
Fish hatcheries	None		
Libraries	marathon		Developed
Outlets for local artisan wares	Marathon artists partnership, pukaskwa	Marathon	Developing
Local produce sales outlet	None		
Local “oddities”	None		
Remote spots	All kinds of unqiue spots, the list is large		
The biggest something	????		
The smallest something	?????		
The only one of its kind	Pebble beach	Marathon	Needs development
The highest/lowest	None		
The oldest	Marathon isn’t that old		
OTHERS			

**Inventory: Service Industry (Accommodations, Food & Beverage, Gas Station)**

Accommodations Name	Style (luxury, family, economy)	No. of beds	Occupancy
Lakeview Manor B&B	Luxury, family, business	5	2 persons/room, queen, cots available
Harbour Inn	Family, business	16 rooms, 5 single, 11 double	2-4 persons/rm, cots
Zero 100	Family, business	38 rooms, 4 suites, 9 singles, 24 double	2-4 persons/rom, cots
Travelodge	Family, business	44 rms	2-4 persons/rom, cots, cribs
Wayfare Inn	Family, business		Suites available
Marino's	Family, business		Trailers available for rent
Pic River	economy		
Food & Beverage Establishment	Style of Food (Ethnic, fast food, coffee shop, family restaurant, gourmet) & Quality (high, medium, low)	Hours of Operation	Price Range
Wok with chow	Chinese, family restaurant, high quality	Tues-sun, 11:30-9	10-20
A & W	Fast food,	Summer, 7-9 Winter, 8-8	2-40
Rumours	Coffee house, deli,	Mon-thurs,sat 6-10 Fri 6-11, sun 11-5	1-6
Pizza Hut	Fast food, medium,	11-12 pm	4-25
Mr. Sub	Fast food deli,	Mon-thurs, 9:30-2am Fri, sat, 10-3 am Sun, 10-12 am	2-10
Robin's Donuts	Coffee, deli	24/7	1-5
Classic Café	Family restaurant	Mon, tues, wed, sat 10-6 Thurs, fri 10-8, Sun 10-4:30	2-15
Country Café	Family restaurant	Summer 7-10 Winter 7-9, closed	2-25

		sun	
Diggers Bar and Lounge	Fast/bar food	11-1am, closed sun	3-7
Brews And Cues	Fast food/grill	11-1am	2-15
Prime Cut Restaurant	Family restaurant, greek bar and grill	Winter 11-10 Summer 11-11	5-30
Hilltop Café	Family restaurant/truck stop	6-12	1-15
Marino's	Family restaurant		
Plaza Restaurant	Family restaurant		
Sweet and Saucy	Catering, homemade, pizza, bakery		
Chew Madelaine	Family restaurant		
Gas/Service Station	Services Provided	Hours of Operation	
Esso Travelodge	Gas, diesel, convenience store	7-9pm	
esso	Gas, diesel, convenience store, bait, propane, Robin's Donut's		
Extra Foods	Gas, diesel, convenience store, air		
Petro Canada	Gas, diesel, convenience store, restaurant		

# INVENTORY OF COMMUNITY GROUPS

Compiled by:  
Paulette Harris, Christine Aubrey-Bassler, Laura Comeau  
Tourism Action Committee  
Town of Marathon  
Spring 2006

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Note: All addresses are in Marathon, Ontario unless otherwise indicated.

## **ARTISTIC GROUPS**

### *CERAMIC CLUB*

Lil Amadeo  
229-0818

### *DOUG GIBBONS PHOTOGRAPHY*

Doug Gibbons  
25 Ross Street  
229-0941

### *MARATHON ARTISTS PARTNERSHIP*

Laura Lea Comeau  
[artists@marathonart.ca](mailto:artists@marathonart.ca), [www.marathonart.ca](http://www.marathonart.ca)

### *MARATHON HANDCRAFTERS' FALL FAIR*

Lewis Cook  
P.O.Box 1695  
229-0368  
annual fall fair

### *MARATHON HANDCRAFTERS' SPRING FAIR*

Lewis Cook / Helen Coyle  
P.O.Box 1695  
229-0368 / -1965  
annual spring fair

### *MARATHON MUSIC FESTIVAL*

Roger Souckey, Chairman  
229-2118

### *NORVISTA ART*

Laura Lea Comeau  
[norvista.art@gmail.com](mailto:norvista.art@gmail.com)

### *QUILTING INTEREST GROUP*

Ellie Cooper  
20 Ontario Street  
229-0780  
inquiries about quilting in the community

*SENIORS CRAFT GROUP*

Ellie Cooper  
20 Ontario Street  
229-0780

*WOODEN NOVELTIES AND SONS*

Robert Lefort  
P.O.Box 1551  
229-2557  
sale of wood furniture, crafts, etc.

**BUSINESS ORGANIZATIONS**

*MARATHON & DISTRICT CHAMBER OF COMMERCE*

Bob Hancherow, President  
P.O.Box 988  
229-3100

**CHARITABLE ORGANIZATIONS**

*MARATHON FOOD BANK*

Mitch Donaldson  
229-0514  
food bank and hampers

*MARATHON THRIFT SHOP*

Mitch Donaldson  
229-0514

**CHURCH GROUPS**

*HOLY SAVIOUR ROMAN CATHOLIC CHURCH*

Father Allen Abadines  
17 Stevens Avenue  
P.O. Box 358  
229-1467  
Catholic Church services, Mass Saturday 5:30 p.m. & Sunday 10 a.m.

*MARATHON BAPTIST CHURCH*

Pastor Benno Kurvits  
Highway 626  
P.O. Box 324  
229-0822  
Baptist Church services, Sunday Service at 11:00 a.m.

*ST. JOHN'S UNITED CHURCH*

Reverend David Guiliano  
2 Birch Street  
P.O. Box 698  
229-1031  
United Church services and Sunday School, Sundays at 11 a.m. (Everyone welcome)

*TRINITY ANGLICAN CHURCH*

Reverend John Sovereign  
1 Drake Street  
P.O. Box 308  
(P) 229-0270  
(F) 229-0690  
Contact Eve McDonnell @ 229-1405 or John Hart @ 229-8536 for more information.  
10:30 a.m. – Sunday (Anglican), 6:30 p.m. – Marathon Community Fellowship

*PARKLAND PENTECOSTAL CHURCH*

Reverend Robert Vernon  
Jennifer Fifield – Youth Pastor  
16 Hemlo Drive  
P.O. Box 788  
229-0530  
Sunday – 11:00 a.m. & 6:30 p.m. (Worship)  
Wednesday – 7:30 p.m. (Prayer & Bible Study)

**COMMUNITY SUPPORT / HEALTH**

*CANADIAN HEARING SOCIETY (CHS)*

Nancy Frost, Regional Director  
#300-135 Syndicate Avenue, North  
Thunder Bay, Ontario P7C 3V6  
(P): (807) 623-1646, (TTY): (807) 623-5639, 1-800-469-5608  
(F): (807) 623-4815  
Bell Relay: 1-800-855-0511  
[office@thunderbay.chs.ca](mailto:office@thunderbay.chs.ca), [www.chs.ca](http://www.chs.ca)

CHS provides services that enhance the independence of Deaf, deafened and hard of hearing people, and encourages prevention of hearing loss.

*CANADIAN NATIONAL INSTITUTE FOR THE BLIND (CNIB)*

229 Camelot Street  
Thunder Bay, Ontario  
P7A 4B2

(P): (807) 345-3341 or 1-800-411-3337

(F): (807) 345-0786

[anna.bahlieda@cnib.ca](mailto:anna.bahlieda@cnib.ca), [www.cnib.ca](http://www.cnib.ca)

Services are available free to anyone who is experiencing difficulties as a result of vision loss, or the combined loss of hearing and sight. Counseling and Referral, Sight Enhancement (Vision Rehabilitation), Orientation and Mobility, Career Development and Employment, Technical Aids and Library for the Blind.

*CANCER SOCIETY*

Jackie Rogers  
229-2896

*CHILDRENS' AID SOCIETY*

Laura Ritson, Supervisor  
52 Peninsula Road  
P.O. Box 340  
229-0580

*COMMUNITY CARE ACCESS CENTRE*

Kathy Weller, Nurse  
P.O. Box 1559  
14 Hemlo Drive  
(P) 229-8627  
(F) 229-8628

*DILICO OJIBWAY CHILD & FAMILY SERVICES*

Dolores Moulton  
P.O. Box 639  
Moberg, Ontario P0M 2J0  
(P) 807-822-1557 or 1-800-465-5306 (toll free)  
(F) 807-822-1563

Non-profit organization providing Child Welfare, treatment and Health Services to the Aboriginal of the District of Thunder Bay and portion of Algoma. Services located in Thunder Bay, Armstrong, Longlac, Moberg, and Nipigon.

*EARLY INTERVENTION & PREVENTION PROGRAM*

Marion McKnight  
14 Hemlo Drive  
P.O. Box 910  
Marathon, Ontario  
(P) 229-1712  
(F) 229-2992  
Child Development (birth – 6 years old)

*HERON BAY HEALTH CENTRE*

Erica Penno, Nurse  
P.O. Box 215  
Heron Bay, Ontario  
229-2998  
Community health center

*MARATHON CHILDREN AND FAMILY CENTER*

Veronica Ferguson  
10 Penn Lake Road  
P.O. Box 489  
229-0793  
Children's day care

*MARATHON CHIROPRACTIC CLINIC*

Allan Zawadski, Chiropractor  
24 Peninsula Road  
229-2762  
Chiropractic services

*MARATHON DRUG ASSOCIATES*

Peninsula Road, DH Plaza Mall  
P.O. Box 1990  
(P) 229-1670  
(F) 229-3025  
Pharmacy

*MARATHON FAMILY PRACTICE*

Joanne Berube, Manager  
12 Peninsula Road, D+H Plaza Mall  
P.O. Box 399  
(P) 229-3243  
(F) 229-2672  
Medical Clinic

*MARJORIE HOUSE*

Gloria Harris, Executive Director

P.O. Box 869

229-2222

Emergency shelter for abused women and their children; counseling

*MENTAL ILLNESS SUPPORT NETWORK*

Shelley Heavens

Peninsula Square

P.O. Box 93

(P) 229-0357

(F) 229-1756

*MARATHON MUNICIPAL NON-PROFIT HOUSING CORPORATION*

Sharron Gendron, Property Manager

5 Hemlo Drive

229-2589

Rent geared-to-income and market rent units

*NORTH OF SUPERIOR COMMUNITY PROGRAMS*

Kim Aquino, Secretary

52 Peninsula Square, Suite 111

P.O. Box 849

(P) 229-0607

(F) 229-3040

Laurie Knutson, Regional Director

(P) 824-2867

Mental health & substance abuse programs, counseling and Integrated Services for Northern Children (ISNC)

*NORTHWESTERN ONTARIO DENTAL CLINIC*

George Macey

Ontario Street

P.O. Box 1061

(P) 229-1995

(F) 229-1067

Dental services

*ONTARIO WORKS*

Angel Bodak, Ontario Works Case Worker

Town of Marathon

4 Hemlo Drive

P.O. Bag "TM"

(P) 229-2157  
(F) 229-1103

*PIC RIVER HOLISTIC HEALING*

Pic River First Nations Centre  
Via Heron Bay, Ontario  
P0T 1R0  
(P) 229-3592 or 1-888-432-7102 (toll free)  
(F) 229-0308

*PROTECTIVE SERVICE PROGRAM*

Leslie Souckey, Protective Service Worker  
4 Hemlo Drive  
P.O. Bag "TM"  
(P) 229-1340 ext 2226  
(F) 229-1999

*SUPERIOR GREENSTONE ASSOCIATION FOR COMMUNITY LIVING*

Wayne Hamshard, Executive Director  
22-3<sup>Rd</sup>. Street  
P.O. Box 918  
Nipigon, Ontario P0T 2JP0  
(P) 1-888-434-4409 (807) 887- 0978  
(F) (807) 886-2997

Provides services to individuals with developmental disabilities, living in their community. As well, respite services to families caring for a child in their home.

*SUPERIOR PLACE DENTAL OFFICE*

Mark Albus  
2 Ontario Street, Suite 7  
(P) 229-9267  
(F) 229-9273  
Dental services

*THUNDER BAY DISTRICT HEALTH UNIT*

26 Peninsula Road  
229-1820

*WILSON MEMORIAL GENERAL HOSPITAL*

229-1740

## **FITNESS GROUPS**

### *CURVES FOR WOMEN*

14 Peninsula Road  
229-8484

### *HARDBODIES FITNESS CENTRE*

59 Peninsula Road  
229-2639

### *MARATHON FITNESS CLUB*

Jackie Rogers  
229-2896

### *T.O.P.S. (Take Pounds Off Sensibly)*

Shelley Ryan  
229-1364

### *WEIGHT WATCHERS*

Kathy Inwood  
229-2831

## **LOCAL GOVERNMENT**

### *CANADA POST CORPORATION*

Sarah Leprieur, Post Mistress  
2 Peninsula Road  
229-1101

### *HUMAN RESOURCES CENTRE*

Yvanna Richard-Blanch  
52 Peninsula Road, Suite 105  
P.O. Box 958  
(P) 229-0959 or 1-800-465-5304 (toll free)  
(F) 229-1592

Federal employment office, employment insurance benefits, SIN applications, job bank,  
formerly known as Canada Resources Center

### *MARATHON MUNICIPAL NON-PROFIT HOUSING CORPORATION*

Sharron Gendron, Property Manager  
5 Hemlo Drive  
P.O. Box 1839  
229-2589 (fax or phone)  
Subsidized and market rent housing program

*MINISTRY OF LABOUR*

70 Foster Drive, 4<sup>th</sup> Floor, Suite 480

Sault Ste. Marie, Ontario

P6A 6V4

(P) 1-800-461-7268

(F) 1-705-949-9796

Promotes and enforces compliance with the occupational Health and Safety Act, the regulations for the Mines and Mining Plants and legislation and industrial mining enforcement

*MINISTRY OF NORTHERN DEVELOPMENT & MINES*

Jeff Dicaire

P.O. Box 280

(P) 229-1154

(F) 229-1592

Provincial ministry office, federal, and provincial assistance

*MINISTRY OF SOLICITOR GENERAL & CORRECTIONAL SERVICES*

Probation and Parole

Renee Poirier, Probation Officer

52 Peninsula Road

P.O. Box 857

(P) 229-2407

(F) 229-2504

Correctional services, custody and community supervision as directed by the courts

*MINISTRY OF TRANSPORTATION*

Vehicle Licensing Office

Peninsula Road (located inside the Home Hardware building)

P.O. Box 370

229-2371

Provincial licensing office

*SERVICE ONTARIO*

Debrah Chiasson, Client Services Advisor

52 Peninsula Road, Suite 105

P.O. Box 280

(P) 229-1153

(F) 229-1592

Provincial and Federal Government

## **LOCAL MEDIA**

### *C.B.Q. (C.B.C.) RADIO*

Shane Judge  
213 Miles Street  
Thunder Bay, Ontario  
P7C 1J5  
(P) 1-807-625-5000  
(F) 1-807-625-5035  
Regional media services

### *CHRONICLE JOURNAL*

108-52 Peninsula Road  
(P) 229-2971 or toll-free 1-800-667-6084  
(F) 229-0823

### *NORTH SUPERIOR BROADCASTING C.F.N.O. RADIO*

Al Cresswell  
93 Evergreen Drive  
P.O. Box 1000  
(P) 229-1010  
(F) 229-1686  
[cfno@renegadeisp.com](mailto:cfno@renegadeisp.com)  
Regional radio station

### *MARATHON MERCURY*

Garry McInnes, Publisher  
Doug Gale, Editor  
91C Peninsula Road  
(P) 229-1520  
(F) 229-1595  
Weekly community newspaper

## **MEN'S GROUPS**

### *KNIGHTS OF COLUMBUS*

Mike Melanson  
229-0906

### *MEN'S GOLF CLUB*

Dan Atkinson  
229-2281

*MOOSE HOME, LOYAL ORDER OF THE MOOSE*

Cliff Goulden, President

229-0205

**NEIGHBORHOOD GROUPS**

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**OUTDOOR CLUBS**

*FRIENDS OF PUKASKWA NATIONAL PARK*

25 Stevens Ave

229-9559

*GOLF CLUB*

Brett Redden

Peninsula Golf Course

229-1392

Golf club; Ladies', Mens', and Junior's clubs

*MARATHON CROSS COUNTRY SKI CLUB*

Ruth Schwantz

P.O. Box 54

229-0288

In winter at the chalet: 229-1392

*MARATHON SNO-KICKERS SNOWMOBILE CLUB*

Dan Major

P.O. Box 1307

229-0509

Local snowmobile club

*SUPERIOR SLOPES SKI HILL*

229-0480

**SCHOOL GROUPS / EDUCATION / TRAINING**

*CONFEDERATION COLLEGE*

14 Hemlo Drive

P.O. Box 520

(P) 229-2464

(F) 229-3393

Educational services

*CONFEDERATION COLLEGE/ EMPLOYMENT PROGRAMS, JOB CONNECT*

Madge Richardson, Advisor  
52 Peninsula Road, Suite 105  
P.O. Box 100  
(P) 229-2037  
(F) 229-1592  
Employment skills for 16-24 year olds

*CONTACT NORTH*

Carol Stadey, Acting Site Coordinator  
14 Hemlo Drive  
P.O. Box 1899  
(P) 229-2790  
(F) 229-2791  
Educational services

*ECOLE SECONDAIRE CIETE SUPERIEURE HIGH SCHOOL*

14 Hemlo Drive  
229-0557  
French secondary school

*ECOLE VAL DES BOIS*

Lucie Fallaire, Principal  
Penn Lake Road  
P.O. Box 669  
(P) 229-2000  
(F) 229-3305  
Catholic Elementary School for French speaking students

*HOLY SAVIOUR ROMAN CATHOLIC SEPARATE SCHOOL*

Clayton McCarthy, Principal  
Penn Lake Road  
P.O. Box 338  
(P) 229-1121  
(F) 229-3083  
Catholic Elementary School for English speaking students

*MARATHON & DISTRICT CENTENNIAL MUSEUM & HISTORICAL SOCIETY*

Rose-Marie Comeau  
25 Stevens Avenue  
P.O. Box 728  
Marathon, Ontario

229-0714

Collecting history of district

Mini resource center

Collecting memorabilia and facts for Marathon & District Centennial Museum

*MARATHON HIGH SCHOOL*

Leslie Ransom, Principal

Martin Kling, Vice-Principal

P.O. Bag "H"

(P) 229-1800

(F) 229-0117

Public secondary school

*MARATHON HIGH SCHOOL BAND*

Joe McGill

P.O. Bag "H"

229-1800

*MARATHON PUBLIC LIBRARY*

Lynn Banks

26 Peninsula Road

P.O. Box 400

229-0740

Library; loaning of books, Internet access, video/audio tapes, CD's and computers.

*MARGARET TWOMEY PUBLIC SCHOOL*

Kim Ransom, Principal

Brenda Wiskin, Vice Principal

21 Chisholm Trail

P.O. Box 660

(P) 229-3050

(F) 229-3034

Public elementary school (grades JK – 8)

*ONTARIO DISABILITY SUPPORT PROGRAM*

Confederation College, Job Connect

Jackie McMahon, Employment Advisor

14 Hemlo Drive

P.O. Box 520

(P) 229-9591

(F) 229-3393

Assists people with disabilities

*PIC RIVER ELEMENTARY SCHOOL*

Allison Rayasi, Principal  
21 Rabbit Drive  
Pic River First Nation  
General Delivery  
Via Heron Bay, Ontario P0T 1R0  
(P) 229-0630  
(F) 229-1944

*PIC RIVER PRIVATE HIGH SCHOOL*

36 Pic River Road  
Pic River First Nation  
General Delivery  
Via Heron Bay, Ontario P0T 1R0  
(P) 229-2120 (F) 229-3404

*SUPERIOR-GREENSTONE DISTRICT SCHOOL BOARD*

Patti Pella, Superintendent of Education  
Bruce Rousseau, Superintendent of Business  
12 Hemlo Drive  
P.O. Bag "A"  
(P) 229-0436  
(F) 229-1471  
Regional School Board

**SELF-HELP GROUPS**

*ALCOHOLICS ANONYMOUS*

St. John's United Church  
229-1815

*AL-ANON*

229-3329

**SENIORS' GROUPS**

*MARATHON & DISTRICT SENIOR CITIZENS CLUB*

Connie MacKenzie  
P.O. Box 815  
229-1567

*SENIOR'S GOLF CLUB*

Terry Cooper  
229-0780

**SERVICE CLUBS**

*KNIGHTS OF COLUMBUS*

Mike Melanson  
229-0906

*LIONS CLUB*

Jim Collins  
229-1879

*MOOSE HOME, LOYAL ORDER OF THE MOOSE*

Cliff Goulden, President  
P.O. Box 99  
229-0205

*PARENTS & TOTS*

Pearl Cooper  
P.O. Box 219  
229-1286  
Fun activities for parents & tots at Lakeview Community Hall

*ROTARY CLUB OF MARATHON*

Paul Paradis  
P.O. Box 1079  
229-8020

*ROYAL CANADIAN LEGION BRANCH 183*

P.O. Box 249  
229-1771

*WHITE LAKE COTTAGERS' ASSOCIATION*

Wayne Hansen  
P.O. Box 965  
229-1241

*WILSON MEMORIAL HOSPITAL AUXILIARY*

Becky Johnson  
P.O. Bag "W"  
229-1740 or 229-1717

*WOMEN OF THE MOOSE*  
P.O. Box 546

## **SOCIAL CAUSE GROUPS**

*ST. JOHN'S UNITED CHURCH OUTREACH COMMITTEE*  
Reverend David Giuliano  
229-1031

## **SPORTS LEAGUES**

*BADMINTON CLUB*  
Dion Berube / Benno Kurvits  
P.O. Box 8  
229-0287 / -1329  
Badminton club, 9-11 p.m. September – April, \$15.00/yr

*LADIES DART CLUB*  
Bonnie Dye  
P.O. Box 1315  
229-0461  
Dart club

*GOLF CLUB*  
Peninsula Golf Course  
229-1392  
Golf club; Ladies', Mens', and Junior's clubs

*MARATHON BOWLING LANES*  
Rick Dumas  
P.O. Box 1600  
229-0118  
5 pin bowling, 6 lanes  
Ladies', Mens', Youth, Mixed, Moose Bowling Leagues

*MARATHON CURLING CLUB*  
Allison Brown  
807-238-1100 x4228  
abrown@hemlomin.es.com  
Ladies, Mens', Mixed, and Jr. Curling, lounge

*MARATHON FIGURE SKATING CLUB*

Rachel Epstein  
P.O. Box 242  
229-1921  
Figure skating club

*MARATHON JUDO CLUB*

David Bott  
229-3580

*MARATHON KUK SOOL WON*

Rick Simon  
P.O. Box 1847  
229-3181  
Self defense classes, martial arts instruction

*MARATHON MINOR HOCKEY*

Rick Moses  
229-1008

*MARATHON OLD TIMERS HOCKEY LEAGUE*

Mitch Donaldson  
P.O. Box 1619  
229-0514  
Old timers hockey club (35 and over)

*MARATHON RECREATION COMPLEX*

Brian Tocheri, Community Services Manager  
16 Peninsula Road  
P.O. Bag "TM"  
(P) 229-0391  
(F) 229-2499  
Arena, meeting rooms, theatre, Port Hole Pool, sauna, whirlpool

*MARATHON ROD AND GUN CLUB*

Ted Just  
P.O. Box 1259  
229-1149

*MARATHON SPECIAL OLYMPICS*

Nancy Meek, Community Coordinator  
P.O. Box 9           229-9246

*MARATHON YOUTH SOCCER CLUB*

Peter Dobbs  
P.O. Box 816  
229-0883

*MIXED SLO-PITCH*

Lloyd Burton  
229-9301

*WOMEN'S ICE HOCKEY*

Lynne Schmidt  
P.O. Box 1535  
Marathon, Ontario  
229-2429

*YOUTH BASEBALL*

Gregg McIlwain  
229-0807

**VETERAN'S GROUPS**

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**WOMEN'S GROUPS**

*LADIES DART CLUB*

Bonnie Dye  
P.O. Box 1315  
229-0461

*LADIES GOLF CLUB*

Trisha Young  
229-0828

*WOMEN'S ICE HOCKEY*

Lynne Schmidt  
P.O. Box 1535  
229-2429

*WOMEN OF THE MOOSE*

P.O. Box 546

## **YOUTH CLUBS**

### *AIR CADETS*

William McCutcheon  
P.O. Box 411  
229-1664

### *BEAVERS*

Rene Brunelle  
P.O. Box 1346  
Marathon, Ontario  
229-0202

### *BROWNIES / GIRL GUIDES OF CANADA*

Theresa Courchesne  
P.O. Box 1635  
229-0968

### *CUBS / BOY SCOUTS*

Jim Collins  
229-1879

### *GIRL GUIDES OF CANADA*

Theresa Courchesne  
P.O. Box 1635  
229-0968 or 229-1459

### *JUNIOR GOLF CLUB*

Peninsula Golf Course  
229-1392

### *MARATHON HIGH SCHOOL BAND*

Joe McGill  
Marathon High School  
P.O. Bag "H"  
229-1800

### *MARATHON MINOR HOCKEY*

Rick Moses  
229-1008

*MARATHON YOUTH SOCCER CLUB*

Peter Dobbs  
P.O. Box 816  
(P) 229-0883

*VENTURES*

Jim Brown  
229-2927  
Ages 14-17

*YOUTH BASEBALL*

Gregg McIlwain  
229-0807

**OTHERS**

*MARATHON HUMANE SOCIETY*

Penn Lake Road  
Linda Gagnon, SPCA Agent  
229-3384

*MARATHON ENTERTAINMENT SERIES*

Cathy Sullivan  
229-8389  
Sponsors various entertainment events

*MARATHON H.O.G. CHAPTER*

Rick Dumas, Director  
P.O. Box 1600  
229-2415  
Harley Owners Group

*PENN LAKE PARK*

Town of Marathon  
4 Hemlo Drive, P.O. Bag "TM"  
(P) 229-1340 ext 2230  
(F) 229-1999  
Community park, Camping

*PUKASKWA NATIONAL PARK OF CANADA*

Highway 627, Hattie Cove  
Robin Heron, Park Superintendent  
P.O. Box 212

Heron Bay, Ontario  
(P) 229-0801 (F) 229-2097  
National park; hiking trails, camping

## Appendix 5

### Inventory Summary and Connection to Identified Tourism Strategy Priority Areas

#### 1. Nature Based Attractions

- a. Identified as Needing Development:
  - Scout Forest
  - Crown forested land
  - Mink Creek Waterfall
  - Shack Lake
  - Black River, Mink Creek and Angler Creek
  - Craig's Pit
- b. Fit with Priority Areas
  - i. Short Term
    - Pebble Beach
    - Peninsula Harbour Lookout
    - Boy Scout Forest
    - Trail Development
    - Recreational Activities
  - ii. Medium Term
    - Carden Cove
    - Mink Creek

Are any improvements necessary for those items designated as "Developed"?

Is information available on these attractions and locations?

Is there signage at the location?

Are there maps to show people where to go and information on what they are seeing (i.e. interpretation?)

#### 2. Recreation Attractions

- a. Identified as Needing Development:
  - Horse back riding at Jackfish
  - Fishing and hunting
  - Boating
  - Hiking
  - Running areas
  - Fossil, rock and mineral hunting
  - Snowmobiling
  - Penn Lake Skating
  - Playgrounds
  - Tournaments (sports and cards)
  - Bicycling (Hawks Ridge and Carden Cove)
  - Tennis court
- b. Fit with Priority Areas
  - i. Short Term
    - Hiking trails
  - ii. Medium Term
    - Carden Cove

For those that are developed, do any need improvement?

Camping (Penn Lake)  
Picnicking (Penn Lake and Pebble Beach)

3. Community Groups

- a. Fit with Priority Areas
  - i. Medium Term
    - Partnership building
    - Training
    - Education
  - ii. Long Term
    - Packaging of tourism
    - Group of Seven

4. Heritage/Culture

- a. Identified as Needing Development:
  - POW camps (& Pic River post)
  - Genealogical society
  - Ghost Towns (Coldwell, Jackfish, Heron Bay)
  - Pic Island, Group of Seven
  - Stevens, Camp 19, Granite Quarry
  - Marina Road – waterfront development
  - Group of Seven locations
- b. Fit with Priority Areas
  - i. Short Term
    - Pebble Beach
    - Peninsula Harbour Road Lookout
  - ii. Medium Term
    - POW camps
    - Pic River relationship building
  - iii. Long Term
    - Group of Seven
    - First Nation relationships

5. Special Events (some difficulty in deciphering due to fax transmittal)

- a. Identified as Needing Development:
  - Symphony
  - Farmers market
- b. Fit with Priority Areas
  - All of these events (identified as developed) can be capitalized on through partnership building within the community (a medium term goal) and promotion of the events
  - This will lead to the development of packages that can be put together and marketed (long term goal).

What the inventories do not match with:

Short Term

- o Junction of Peninsula Road and Hwy 17
- o Peninsula Road Corridor

- Visitor Information Centre
  - Hwy Signage
- Medium Term
- Pukaskwa Park
- Long Term
- Tourism Train

Appendix 6  
Prioritization of Projects

Short – Term Development<sup>1</sup>

Priority A Projects

1. Gateway (corner of Hwy 17 and Peninsula Road)
2. Trails (Hawks Ridge)
3. Pebble Beach
4. Town and Highway Signage
5. Visitor Information Packages and Map (i.e. information sheets that outline what Marathon has to offer and a Map to help people find it)

Priority B Projects

6. Visitor Information Centre – provision of town map, make it more inviting, identify and promote the various recreation opportunities available
7. Peninsula Road to Penn Lake

Priority C Projects

8. Visitor Information Centre – Beautification & parking

Medium – Term Development

Priority A Projects

1. Carden Cove – (waterfront development) – scaled down version
2. Pukaswka Park/Neys Partnership (promotion)
3. Marathon / Pic River Coastal Trail (partnership and relationship building)

Priority B Projects

None

Priority C Projects

4. Peninsula Road and Scout Forest
5. POW camps
6. Mink Creek (community to lobby MNR, but not to undertake)

Long – Term Development

Priority A Projects

1. Tourism Packages
  - a. Parks – three parks (Puk., Neys, White Lake) one pass
  - b. Art Packages
    - i. Group of Seven
    - ii. Woodland Tradition (Morriseau)
  - c. Superior Lake Train
  - d. Snowmobile
  - e. Pic Motel – Ski and Stay
  - f. First Nations – Mobert Ecotourism

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<sup>1</sup> Education and Training were noted as being important, but not something that the committee would work into the priority listing. Instead, it will be developed as part of the Strategic Plan, in its own section.