



Corporate Strategic Plan 2019–2022

COMMUNITY DRIVEN... MARATHON MADE



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Town Council is pleased to present its 2019 to 2022 Corporate Strategic Plan.



Marathon Made...

The municipal landscape for small town Ontario has changed. Marathon like many other Ontario communities is faced with significant challenges. Challenging budgets, disruptive technologies, aging infrastructure, eroding tax bases, and declining populations, are all today's realities. The challenge for the Marathon of tomorrow is not that we won't be ready; but do we have the fortitude to sustain the energy that will be required for progressive change. One thing that is certain is that it will require conscious leadership to navigate.

To this end, Town Council is pleased to present the Town of Marathon's 2019 to 2022 Corporate Strategic Plan. This plan, developed over the last six months with extensive research and input, will serve as our driving force as we shape Marathon's future. While the plan is cognisant of the ever mounting municipal challenges before us, it also contains the progressive optimism that is required to build a modern day municipality. This optimism is grounded in sound planning and strategic actions that are designed to produce results. Results that will translate into community betterment for Marathonians and our friends and neighbours.

In closing, to quote the words of the Roman philosopher Seneca; "It is a rough road that leads to the heights of greatness."

Yours in Community Spirit,

Rick Dumas
Mayor

Vision

Marathon; The Superior Community.

Mission

Marathon is a healthy, economically progressive community, with quality lifestyle, inclusive collaboration, and action-oriented leadership.

Core Values

Accountability and Transparency

Being accountable for the efficient and effective use of the municipality's resources, consistent with all policies and regulatory requirements.

Personal Leadership

We believe that people will take ownership and action to do the right things and treat others with respect and dignity.

Service Driven

An organizational culture that is service driven, innovative and resilient.

Communication and Collaboration

Communicate respectfully in an open and honest manner.

Healthy Respectful Workplace

Actively promoting safe work practices, wellness, a healthy work-life balance, being positive and having fun.



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Strategic Focuses

Quality of Life

Undertaking initiatives that make Marathon a highly liveable community focused on its resident's well-being.

Strategies	Actions
1. Active Living Centre Development	Implement a multi-pronged project funding strategy and ensure the project is "shovel-ready".
2. Recreation Master Plan	Develop a plan that will include: <ul style="list-style-type: none"> • Community engagement • Required recreation Facility enhancements • Centralizing recreation activities • Increased community events and programming • Developing partnerships (i.e. Cross-Country Ski Facility)
3. Penn Lake Park Development	Plan and cost out the potential of constructing a splash pad and water activities.
4. Pebble Beach Area Development	Complete a landscape architecture plan that will include playground replacement, trail system tie-in, and tenting sites.
5. Community Beautification	Develop a Peninsula Road landscape architecture plan.
6. New Residential Development	Re-look at the feasibility of new residential development situated on Lake Superior waterfront.
7. Health Professionals Recruitment	Continue to support health care recruitment and retention both financially and administratively.
8. Volunteer Support and Development	Undertake a community asset collection audit and develop a virtual resource library to support the local volunteer sector.





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Infrastructure and Environment

Implement strategies to sustain and develop public assets while recognizing the need to protect the local environment.

Strategies	Actions
9. Surplus Property and Building Disposition Strategy	Develop an action-oriented plan for marketing and disposing of identified surplus properties.
10. Asset Management	Continually update Marathon's Asset Management Plan to ensure it is current as a planning resource.
11. New Works and Operations Yard and Garage Replacement Strategy	Research and develop financial options for facility replacement.
12. Community Safety Plan and Firesmart Canada community	Develop a Community Safety Plan for Marathon as per provincial legislation. Complete the Firesmart Community Area Assessment and develop an education program.
13. Firefighter Training Centre	Research the potential of establishing Marathon as a Regional Emergency Services training centre.
14. Community Emergency Management Plan	Modernize Marathon's Emergency Management Plan and undertake a "live" training exercise.





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Economic Development

Create a strong and diversified local economy through innovative project development and sound investment decisions.

Strategies	Actions
15. Mining Industry	Develop a Mining Readiness Action Plan.
16. Mill Site Marketing and Promotion	Develop a priority list of high value business targets and an associated marketing action plan to actively recruit targets.
17. Broadband Expansion	Construct fibre optic access facilities to provide residents and businesses with access to higher speed Internet and new/additional telecommunications services.
18. Community Improvement Plan	Develop and implement a Community Improvement Plan for Marathon which will provide tax assistance, grants and/or loans to assist in the rehabilitation of lands and/or buildings within the defined Community Improvement Project Area.
19. Waterfront Development	Continue strategic infrastructure development and improvements at the boat launch/Peninsula Harbour areas as funds become available.
20. Trail System Development	Utilize the proceeds from the Municipal Accommodation Tax to support trails tourism infrastructure development.
21. Tourism Promotion	Enhance Marathon's current complement of signage through the development of new strategically located signs.
22. Community Marketing and Branding	Modernize Marathon's brand and develop a new marketing plan to support it.
23. Business Retention and Expansion	<ul style="list-style-type: none"> • Undertake a business visitation program. • Forge a stronger partnership with the Chamber of Commerce through the Economic Development office.
24. Lodging Accommodations Study	Undertake a feasibility and economic impact study of the local lodging sector.
25. Official Plan and Zoning Bylaw update	Modernize the municipal Official Plan to ensure it has the flexibility to support entrepreneurship and business development.
26. Liquefied Natural Gas	Move forward with development of the necessary regulatory, permitting, engineering, and capital financing to support this project.



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Organizational and Fiscal Resiliency

Continually strive to have a high-performing organization that is adaptable and makes accountable fiscal decisions.

Strategies	Actions
27. Capital Replacement Strategy	Develop a ten-year capital replacement plan by priority. Review and update the municipality's long-term capital plan on a yearly basis and report to Council.
28. Policy and Bylaw Review	Undertake a comprehensive review of the municipality's corporate policies and bylaws within the current term of Council.
29. Alternative Revenue Generation	Investigate alternative municipal revenue generation opportunities specifically focused on the use of technology.
30. Responsible Budget Development	Table municipal budgets that are grounded in sound research and facts.
31. Organizational Succession Plan	Develop and implement a Corporate Succession Plan which includes focuses on: training, professional development, and leadership development.





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Progressive Leadership and Collaboration

Boldly lead by demonstrating “action through example” and fostering mutually beneficial relationships.

Actions	Strategies
32. Partnership with Biigtigong Nishnaabeg	<ul style="list-style-type: none">Continue the practice of regular Council to Council meetings.Strengthen economic partnerships and joint ventures for strategic project and economic development.
33. RESPECT Initiative	Develop an implementation plan to roll out the concept to the external community with a focus on recognizing diversity.
34. Health, Safety, Wellness	Through the Joint Health and Safety Committee, create a proactive Health, Safety and Wellness Strategy that is action-based and results-driven.
35. Attract and retain young and talented professionals.	Ensure the necessary social and technological supports are developed within the community for this demographic.
36. Support of Regional Post-Secondary Institutions	Engage with Confederation College and Lakehead University to discuss joint collaboration and development opportunities.





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About the Strategic Plan

This Strategic Plan not only identifies the Town of Marathon's visions and goals for the municipality for the next four years, it is supported by strategies and action plans that will ultimately transform them into realities.

The Plan is not only the Town of Marathon's, it is representative of the entire community's hopes and aspirations. It is the Corporation's mission and values that will motivate our abilities and drive our commitment to action. Progress will be reported back to Council on a regular basis.

Implementation

A plan is only as good as the resources in place to support it. To this end, the Town of Marathon's Senior Leadership Team will be responsible for developing and putting into action an Implementation Plan that will set out project leads, milestones and accomplishments. This will serve to measure the progress of the Plan and ultimately its success.

Critical Success Factors

Critical success factors are those things that must go well to ensure success for an organization and, therefore, they represent those managerial areas that must be given special and continual attention to bring about high performance. Critical Success Factors include issues vital to an organization's current operating activities and to its future success. Upon review of Marathon's plan, the elements critical to our success include:

1. Implementing a plan that is not only realistic, but is achievable.
2. Undertaking transformative leadership that will spur action and positive results.
3. Understanding fiscal realities facing Marathon and budgeting appropriately and responsibly.
4. Forming and embracing partnerships and joint ventures that are mutually and economically beneficial.
5. Communication that is open, transparent, and respectful.





Corporation of the
Town of Marathon

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