



# Corporate Strategic Plan

2016–2018

*"Building Marathon Together"*





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# Building Marathon Together

Town Council is pleased to present the Town of Marathon's 2016 to 2018 Corporate Strategic Plan. The end result is an exciting view to our future. In 2019, Marathon will be seventy-five years old. Many things have changed over the last seventy-five years; and many more things will change over the next seventy-five years. Globalization and technology deployment is rapidly changing our world. We must be prepared.

Through the planning process, we reached out to a number of internal and external stakeholders. What we heard is what we believe, Marathon is a great community to live in and raise a family. That stated, we cannot rest on our laurels or accomplishments of the past. We must be proactive and welcome change. We must actively pursue development of our economy and infrastructure while enhancing our quality life and being sound stewards of the environment.

As the adage goes, 'do not put off tomorrow what you can do today'. So let's get to work. Let's partner and collaborate; let's believe in each other; let's be confident in our future; let's build the best Marathon we can.

Yours in Community,

Rick Dumas,  
Mayor



# About the Strategic Plan

This Strategic Plan identifies the Town of Marathon's goals for the next three years with a focus on five key themes, supported by strategies and actions that will ultimately transform them into realities. It also states our Vision, Mission and Core Corporate Values that will drive our actions.

The Plan is not only the Town of Marathon's, it is representative of the entire community's hopes and aspirations. It is the input received from all stakeholders that has shaped the goals, strategies and actions in the plan.

## 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.

## VISION

Marathon; The Superior Community.

## MISSION STATEMENT

Marathon will continue to be a healthy, progressive community with quality lifestyle and inclusive 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.

## CUSTOMER SERVICE DRIVEN

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

## COMMUNICATION

Communicate respectfully in an open and honest manner.

## HEALTHY RESPECTFUL WORKPLACE

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



# Strategic Focuses

## LIFESTYLE QUALITY

Continually striving to create a high quality of life.

STRATEGIES	ACTIONS
1. Functional Plan for new Active Living Centre and Recreation Complex.	Include funds in the 2016 Budget to support Phase 1 development.
2. Summer Ice 2016	Include funds in the 2016 Budget to support arena upgrades to facilitate more productive summer ice.
3. Facility enhancements	<ul style="list-style-type: none"> <li>• Complete Tennis courts resurfacing if matching dollars are raised by a local community group.</li> <li>• Increase and enhance Pool programming.</li> <li>• Complete Dyer's Field lighting and washrooms upgrade (if funding is available).</li> <li>• Through discussions with local youth, develop a plan for Skate Park enhancements.</li> <li>• Develop and implement Golf Course capital improvement plan.</li> <li>• Form a local stakeholder committee to develop options and recommendations for Lakeview Community Hall.</li> <li>• Construct and enhance Penn Lake circumference trail.</li> </ul>
4. Community Beautification	Develop a plan to improve beautification in high visibility areas while decreasing maintenance requirements.
5. Supportive Housing	<ul style="list-style-type: none"> <li>• Implement a multi-pronged project funding strategy.</li> <li>• Issue Phase 2 Design and Costing tender.</li> </ul>

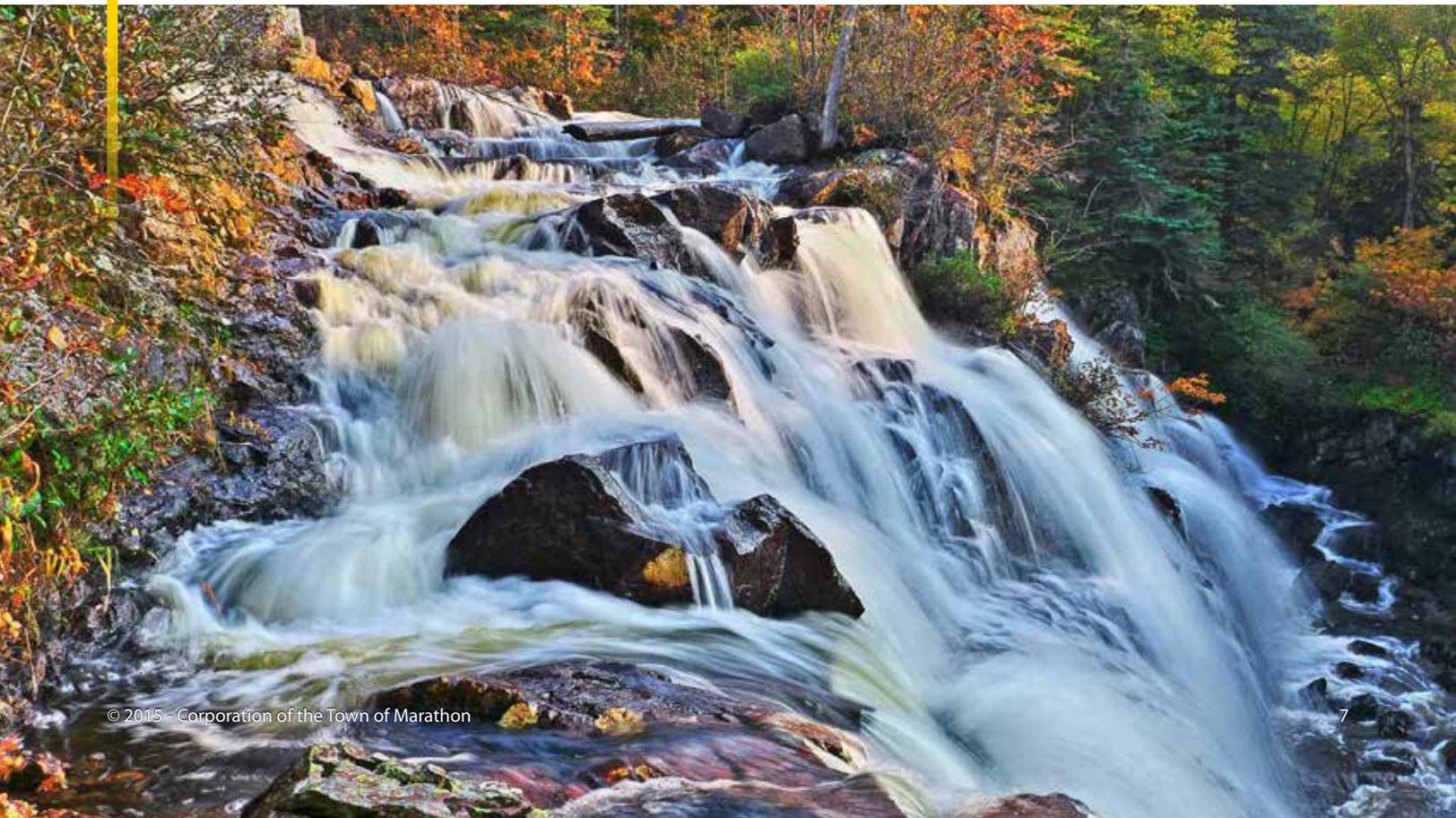
STRATEGIES	ACTIONS
6. Volunteer Support and Development	Establish a Working Committee to re-visit the Marathon and District Volunteer Centre Business Plan and establish an Implementation Plan to support community volunteers.
7. Youth drop-in activities	Establish a Working Committee of local youth representatives to develop a business plan to support this concept.
8. Health Professionals recruitment	Continue to support health care recruitment and retention both financially and administratively.
9. Celebrating Marathon	Establish a Working Committee to develop a plan for Marathon's 75th anniversary.



## INFRASTRUCTURE AND ENVIRONMENT

Strategically investing in community infrastructure projects that support growth and a cleaner, more sustainable Marathon.

STRATEGIES	ACTIONS
10. Penn Lake Road resurfacing	Include funds in the 2016 Budget to complete this project.
11. Funding Plan for water and sewer projects	Develop a capital funding plan for complete infrastructure upgrades for water and sewer including necessary engineering and design work.
12. Functional Plan for new Works and Operations Yard and Garage	Include funds in the 2016 Budget to support Phase 1 development.
13. Strategic Equipment replacement	Develop a ten-year capital replacement plan by priority.
14. Closed Penn Lake Landfill	Explore the feasibility of establishing a solar energy farm.
15. Infrastructure Design	Develop a “scorecard” to ensure all infrastructure projects are reviewed with a focus on being carbon neutral, healthy and resilient to climate change.



## ECONOMY

Creating a strong and diversified local economy.

STRATEGIES	ACTIONS
16. Budget support for Marathon Economic Development Corporation (MEDC)	Include MEDC budget in yearly municipal budgets.
17. Community Marketing and Promotion	<ul style="list-style-type: none"> <li>• Develop and implement a Social Media Strategy to raise Marathon's profile.</li> <li>• Enhance Marathon's current complement of signage through the development of new strategically located signs.</li> <li>• Engage Pic River First Nation, Pukaskwa National Park, and Neys Provincial Park in discussions for joint marketing.</li> </ul>
18. Visitor Information Centre Development	Through a partnership with Pic River First Nation, develop a feasibility study and business plan for the re-opening and operation of the facility.
19. Waterfront Development	<ul style="list-style-type: none"> <li>• Progress with trail development and enhancement. (Group of Seven; Trans Canada Trail)</li> <li>• Update the Pebble Beach architectural plan.</li> </ul>
20. Feasibility of Alternative energy sources (District Heating)	Research the feasibility of district heating with biomass as an alternative energy source for community institutions.
21. Property promotion and development	<ul style="list-style-type: none"> <li>• Develop a Disposal and Marketing Plan for acquired Marathon Pulp Inc. properties.</li> <li>• Continue discussions with the MNRF regarding the potential for Cottage Lot Development in/around Marathon.</li> </ul>
22. Education and Workforce Development	Engage with Confederation College and Lakehead University representatives to discuss collaboration opportunities for workforce development.

STRATEGIES	ACTIONS
23. Support of local business	<ul style="list-style-type: none"> <li>• Continue to have a Council representative on the Chamber of Commerce Board of Directors.</li> <li>• Meet Council to Chamber of Commerce Board at least once yearly.</li> </ul>
24. Active Business attraction	<ul style="list-style-type: none"> <li>• Develop a priority list of potential high value business development targets.</li> <li>• Develop a Marketing Action Plan to actively recruit identified targets.</li> </ul>
25. Liquefied Natural Gas	Move forward with Phase 1 feasibility study.



## FISCAL SUSTAINABILITY

Making sound investment and project decisions that are in the best interest of sustainable community development.

STRATEGIES	ACTIONS
26. Waste Management fee structure	Complete an internal review of waste management fees and provide recommendations to Council.
27. Reduction of OPP costs	Communicate with the OPP and request details on how the new policing model and longer-term phase in will be applied to Marathon.
28. Airport revenues	Investigate alternative airport revenue opportunities and present to Council for deliberation.
29. Technology utilization to generate increased revenues	Research technology options to make booking Penn Lake Park available online and implement if cost effective.
30. Tender out non-core business	Complete an internal service review of potential opportunities that could be tendered external to a third-party.
31. Identify opportunities for increased revenue opportunities or net budget savings	Create a “Renovate before You Innovate Program” which will include a series of organizational retreats each involving a number of employees from different departments and varying responsibilities to discuss organizational improvement.
32. Long-Term Capital Planning	Review and update the municipality’s long-term capital plan on a yearly basis.

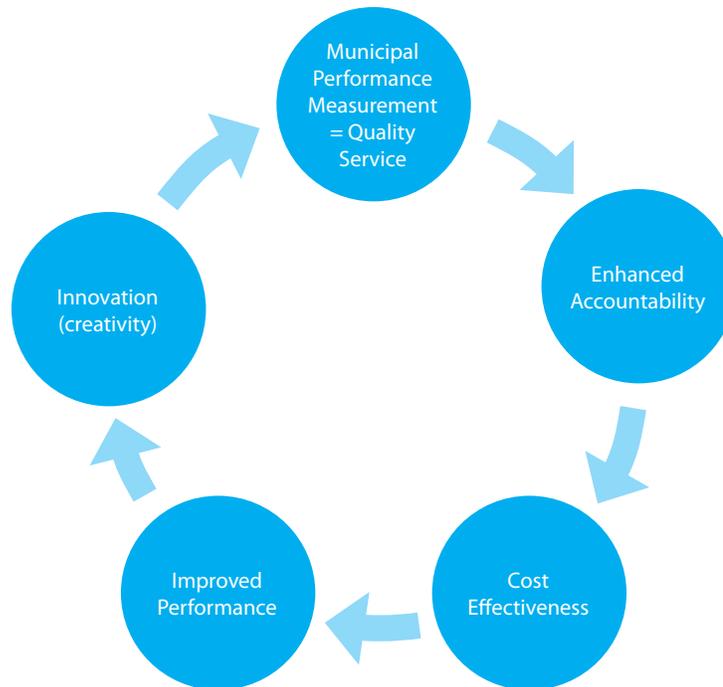
## PROGRESSIVE LEADERSHIP AND COLLABORATION

Providing high-level leadership that is forward-thinking and partnership driven.

STRATEGIES	ACTIONS
33. RESPECT initiative	<ul style="list-style-type: none"> <li>• Develop an implementation plan to roll out program to the external community.</li> <li>• Recruit External partners.</li> </ul>
34. External communication	<ul style="list-style-type: none"> <li>• Research the NOHFC Internship program for the potential placement of a Communications Coordinator Intern.</li> <li>• Create and promote an Ambassadorship and Community Champions program.</li> </ul>
35. Health, Safety, Wellness	Through the Joint Health and Safety Committee, create a proactive Health, Safety and Wellness Strategy that is action-based.
36. Right person, right skills, right position	Develop and implement a Corporate Succession Plan which includes focuses on: training, professional development, and leadership development.
37. Regional partnerships	<ul style="list-style-type: none"> <li>• Continue the practice of Council to Council meetings with Pic River First Nation.</li> <li>• Cultivate and strengthen working relationships with regional municipalities and organizations to benefit the region as a whole.</li> </ul>

# Performance Review and Measurement

Measuring performance and setting targets effectively establishes an understanding between municipal administration and Council that results in shared accountability. Performance measurement stimulates productivity and creativity and helps identify ways to provide high-quality, efficient and effective services. It ensures that plans and strategies are built on realities and are reviewed and adjusted accordingly on a regular basis.



## Key Performance Indicators

1. Measure the efficiency and effectiveness of municipal services.
  - a. Financial Information Return
  - b. Municipal Performance Measurement Program
2. Level of employee satisfaction.
  - a. Develop and implement an annual employee survey to determine levels of satisfaction and areas for improvement
3. Level of civic engagement.
  - a. Develop and implement an annual public survey medium to gauge residents' level of satisfaction and engagement with municipal services and progress
4. Performance-based budget management.
  - a. Monthly review at Senior Leadership Team Meetings
  - b. Quarterly review with Council
5. Strategic Plan review.
  - a. Review quarterly with Council and make changes and adjustments as identified
  - b. Present an annual progress report to the public

## Process Description

The development of our 2016 – 2018 strategic plan has been led by an Ad Hoc Internal Working Committee comprised of the Mayor, Councillor, CAO/Clerk, Senior Leadership Team, and Union representation. This committee facilitated engagement sessions with a number of diverse local stakeholders and internally via staff departmental meetings. In total, the committee received direct feedback from 120 community members who represented a number of local sectors including: healthcare, natural resources, small and medium sized businesses, education, local residents and Pic River First Nation.

Feedback was compiled and analyzed and has become the cornerstone foundation that we are using to set priorities, focus energy and resources, strengthen operations, and ensure that employees and other stakeholders are working toward common goals going forward.

## 2014–2018 Municipal Council

**Mayor**  
Rick Dumas

**Councillor**  
Terry Fox

**Councillor**  
Ray Lake

**Councillor**  
Chantal Gingras

**Councillor**  
Kelly Tsubouchi



## Contact Information



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