



**“OUR COMMUNITY,  
OUR FUTURE”  
Marathon Strategic Plan  
2007 - 2010**

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## INTRODUCTION BY THE MAYOR



I am pleased to present the Town of Marathon's Strategic Plan. This plan is a commitment from Mayor and Council and provides a roadmap that Council and Administration can build on together, in partnership with the community to ensure a progressive future for our Town.

The plan identifies Marathon's current challenges and opportunities. It outlines priorities and establishes specific, measurable, achievable and realistic goals with associated timeframes.

No effective strategic plan is static; this is a beginning and provides us with a working tool for planning purposes.

Planning and transparency are key components of the plan as we strive to ensure the action items result in sound deliverables. Council will ensure we report regularly to the community.

Together, we will build on Marathon's strengths and overcome our challenges. Our strategic plan will improve our lifestyle and continue to support economic development.



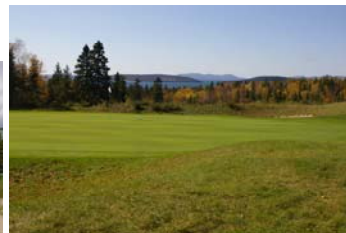
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## VISION STATEMENT

Marathon,  
The Superior Community!

## MISSION STATEMENT

Marathon will continue to be a healthy and progressive community that supports development opportunities, lifestyle quality and open, flexible governance.



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## VALUES

Values create the basis for and give direction as to how the Town of Marathon will build and sustain relationships.

The Corporation of the Town of Marathon believes in:

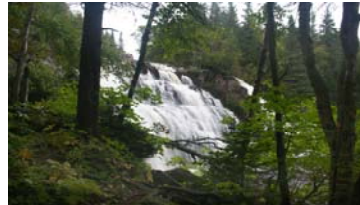
- **Accountability and Transparency**  
Being accountable for the efficient and effective use of the community's resources, consistent with all statutory and regulatory requirements.
- **Personal Leadership**  
Treating others with respect and dignity, extending trust and being trustworthy, leading by example, being consistent while respecting differences. We believe that people will take ownership and action to do the right things.
- **Service Excellence**  
Developing an organizational culture that is customer service driven and fosters, in staff and Council, a spirit of sustainability, innovation, participation, optimism and the striving for excellence.
- **Effective Communication**  
Being open and honest, sharing complete information in a timely manner, seeking the facts and resident input, listening generously, respecting confidentiality.
- **Healthy Workplace**  
Actively promoting safe work practices and a healthy work-life balance, nurturing health and wellness, being positive and having fun.

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## INTRODUCTION

Like many communities in Northwestern Ontario, Marathon is facing some major challenges. The role of local government is to provide leadership in facing these challenges. We have taken a proactive approach to ensure that Marathon is ready by designing a plan and allocating resources that will lead us successfully into the future.

In order to focus our decision making, we have identified four major areas of emphasis that will maximize our resources and create efficiencies as we move towards 2010. The plan ensures we use our resources to reach common goals, allowing for flexibility and embracing change as it occurs.



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## CHALLENGES AND OPPORTUNITIES AFFECTING OUR FUTURE

Despite recent successes, the Town faces challenges with aging infrastructure and the desire to continue meeting community expectations.

In light of economic pressures, sound fiscal management by the Mayor, Council and Administration allow the Town to continue to address community needs while balancing the Town's budget. The Mayor and Council will continue to lobby senior levels of government for support to address community priorities and concerns.

Every effort is being utilized to grow our community and economy to ensure we maintain the lifestyle quality we have grown to enjoy. With our innovative business sector, skilled labour, natural resource potential, lifestyle and spectacular natural setting, a strong foundation exists for a great future. Marathon will continue to be...



*The Superior Community!*



## STRATEGIC AREAS

Building on our rich history and the strength of our community resources, we will focus on the following major strategic areas:

- Lifestyle Quality
- Economic Development and Sustainability
- Provision of Essential Services
- Creative Partnerships



Each area presents opportunities for implementing positive change. A proactive approach, with S.M.A.R.T. (Specific, Measurable, Achievable, Realistic and associated Timeframes) goals, will drive the strategic plan.



## STRATEGIC AREAS

### Lifestyle Quality

We will support initiatives that maintain a high standard of lifestyle options in the following areas:

- Healthy Living
- Diversity
- Environmental Stewardship
- Volunteerism
- Recreation, Arts and Culture Opportunities
- Education, Training and Superior Employment Practices



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## STRATEGIC AREAS

### Economic Development and Sustainability

We will actively work to develop a strong economic base for the community by:

- Attracting new business and jobs
- Assisting existing businesses to continue to grow
- Strategically positioning the municipality for the future, and
- Formalizing partnerships and ensuring infrastructure is available for development.



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## **STRATEGIC AREAS**

### **Provision of Essential Services**

We will work to provide municipal services in a fiscally responsible manner by:

- Providing the menu of services required by-law in an effective and efficient manner
- Prioritizing the remainder of services keeping the Town's Vision and Mission Statement in mind, and
- Utilizing internal strategies to gather input and recommendations targeted at operational efficiency and effectiveness of municipal services.



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## **STRATEGIC AREAS**

### **Creative Partnerships**

We will pursue and maintain relationships that support our Mission Statement and Vision; including, but not limited to the following:

- First Nations Neighbours and Particularly, The Ojibways of the Pic River First Nation
- Major Industry
- Small Business
- Educational Institutions
- Health Services
- Provincial and Federal Entities
- Chamber of Commerce
- Service Clubs
- Regional Communities



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## **RECENT ACCOMPLISHMENTS**

We are well on our way to forging a successful future. Following are examples of the initiatives taken by the municipality and its partners in the areas identified as being critical to our success:

### Lifestyle Quality

- ✓ Environmental stewardship initiatives, including;
  - ❖ Inception of curbside blue bag program and commercial pick-up of recyclables
  - ❖ Pro-active water conservation measures
  - ❖ Removal of tires from landfill site for recycling
- ✓ Communities-in-Bloom initiatives, Town clean-up and beautification
- ✓ Golf course architectural restoration
- ✓ Renovations and efficiency upgrades to recreation facilities, including; Lakeview Community Hall, arena, and Port Hole Pool
- ✓ Outdoor park, picnic, and scenic lookout area enhancements



## **RECENT ACCOMPLISHMENTS**

### Economic Development and Sustainability

- ✓ Investment Attraction Action Plan
- ✓ Reduction in Industrial Tax Ratios
- ✓ Tourism development strategy implementation
- ✓ Gateway Project (signage and landscaping)
- ✓ Penn Lake Park & Campground Revitalization
- ✓ Wind turbine project – partnering with Tembec-Kruger
- ✓ Regular meetings with principles of Hemlo Mines and Marathon Pulp Inc.



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## RECENT ACCOMPLISHMENTS

### Provision of Essential Services

- ✓ Reconstruction of McCullough, Yawkey, Abrams Street area (\$4.5 million project replacing sewers, water distribution, sidewalks and boulevards)
- ✓ Reconstruction of Stevens, Sund, and Stewart Street areas
- ✓ New Regional Landfill Site
- ✓ GIS implementation (mapping of all Town assets, roads, sewers, buildings and streetlights, etc.)
- ✓ Groundwater protection plan, Alternate water source study.



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## RECENT ACCOMPLISHMENTS

### Creative Partnerships

- ✓ Gateway Project (signage and landscaping)
- ✓ Penn Lake Park & Campground Revitalization
- ✓ Wind turbine project – partnering with Tembec-Kruger
- ✓ Improved relationship with Pic River First Nation (regular meetings to discuss issues of common interest)



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## IMPLEMENTATION AND MONITORING

### ***How will the Strategic Plan be Implemented?***

The Strategic Plan will assist the Town in its efforts to support the community's vision. The Plan will come to life through S.M.A.R.T. (Specific, Measurable, Achievable, Realistic, with associated Timeframes) goals and objectives.

### **Preparation of S.M.A.R.T. Plans:**

Along with specific action plans, individual departments, partners, strategies, timelines, and performance measures will be identified. Town Staff will be responsible for preparing detailed S.M.A.R.T. plans.

### **Corporate/Departmental Planning and Budgeting:**

Strategic Plan implementation will be integrated into the Town of Marathon's operating and capital budgeting process.

### **Communications:**

The Strategic Plan will become the primary communications tool for the Town. It will regularly be shared with everyone including municipal staff, the community, partners, other levels of government and neighboring communities.

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## IMPLEMENTATION AND MONITORING

### ***How will the Strategic Plan be Monitored?***

#### **Regular Review:**

The Strategic Plan provides the framework for a "Report Card" to the community. It is essential that the Plan remain a relevant "living" document. On a quarterly basis, Administration will report progress to Council. During this process, the need to update S.M.A.R.T. goals and/or add new ones will be discussed. On an annual basis, we will report progress to the community as well as new challenges and issues which the Town and its partners need to address.



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## MESSAGE FROM THE CHIEF ADMINISTRATIVE OFFICER

Congratulations to the Mayor and Council and to the community for believing in the importance of and completing this Strategic Plan. It is a significant achievement that clearly lays out the direction for the future.

However, this is where the work begins.

Town of Marathon staff is committed to the careful management and successful implementation of the Strategic Plan. Municipal staff have been - and will continue to be committed to – developing and managing S.M.A.R.T. plans targeted at achieving the strategic areas determined by Council and the community.

But, we can't do it alone.

We encourage the community to use the strategic plan in achieving their own objectives. Look at the overall strategic areas and objectives for the community, see how they can benefit you, and use them to your advantage.

Working together, we will achieve our vision of ...

**Marathon, The Superior Community!**

Brian Tocheri

CAO/Clerk