



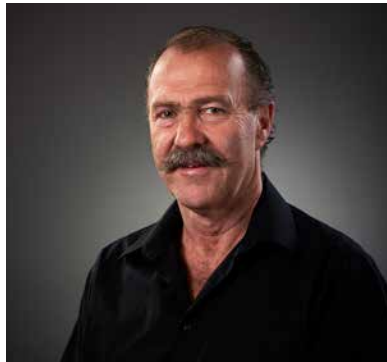
Corporate Strategic Plan 2023 - 2026

Forging Our Future





Town Council is pleased to present its 2023 to 2026 Corporate Strategic Plan.



Let's create our future...

We want Marathon to be a leader. That has always been our drive and focus. Moments to make a difference are rare; you don't choose the time. The time chooses you. The next four years is our time. We need to be ready to seize the opportunities ahead of us or live with the knowledge we let them pass by. Optimism does not mean naiveté. It is actually quite the opposite. It means embracing real conviction.

We will be the responsible stewards of our future and ensure that economic and social sustainability for our grandchildren and future generations are at the fore, while at the same time we are respecting the lands which we live upon. We will not be afraid of and hide from the criticism that will come with hard decision-making. It is through this vision that Marathon will forge our future.

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.

Service Driven

Developing an organizational culture that is service driven, innovative, and resilient.

Communication and Collaboration

Communicating and collaborating respectfully in an open, transparent, and honest manner.

Resource Stewardship

Taking action to create best practices in managing environmental, financial, and employee resources.

Personal Leadership and Inclusive and Respectful Workplace

We believe that people will take ownership and action to do the right things and treat others with respect and dignity while actively promoting safe work practices, wellness, a healthy work-life balance, being positive and having fun.



Forging Our Future

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 (ALC) Development	Develop a multi-pronged project funding strategy and advance the ALC project through site exploration and validation and programming through conceptual/schematic design to a Class C construction cost estimate and design development for Council decision-making.
2. Enhanced Recreation Programming	Increase programming depth including: <ul style="list-style-type: none"> • Mountain biking • Dog park • Centralizing recreation activities where strategic • Develop a plan to co-locate Dyer's Field/Outdoor Rink • Pickleball • Developing partnerships (i.e., Cross-Country Ski Facility) • Winter Carnival
3. Pebble Beach Area Development	Complete project construction and explore funding options for additional phases of development.
4. Waterfront Development	Install new loading/unloading ramp at Boat Launch.
5. Community Beautification	Support Peninsula Road landscape architecture plan.
6. New Residential Development	<ul style="list-style-type: none"> • Complete Penn Lake Phase 2 subdivision planning. • Look at the feasibility of new residential development situated on Lake Superior waterfront with the former mill ASB property acquisition. • Identify municipal properties to support Executive-style condominium developments. • Explore the concept of a 'Tiny Home Village' in former residential areas that are now vacant.
7. Health Professionals Recruitment	Continue to support health care recruitment and retention both financially and administratively.
8. Volunteer Support and Development	<ul style="list-style-type: none"> • Explore bringing back volunteer service awards on an annual basis. • Encourage more youth volunteerism at local events and festivals through direct engagement at the High School level.





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 municipal properties.
10. Asset Management and Infrastructure Planning	<ul style="list-style-type: none"> Continually update Marathon's Asset Management Plan to ensure it is current as a planning resource. Develop capital infrastructure plans to ensure readiness to access open funding programs.
11. New Works and Operations Facility Development	Complete construction of new facility as per construction and transition schedule.
12. Airport Development	Explore Class 'A' Aerodrome certification including terminal, runway, and lighting upgrades.
13. Roadway Management	Research 'traffic circle concept' for Peninsula Road major intersections.
14. Fire Hall Modernization	Modernize current facility to meet current building code and new truck sizes.
15. Alternative Energy	Research alternative energy sources that improve facility operation and cost savings when planning new municipal building construction where feasible and economical.
16. Community Emergency Management Planning	Undertake a "live" training exercise with community partners.







Economic Development, Growth, and Stability

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

Strategies	Actions
17. Mining Sector Support	<ul style="list-style-type: none"> • Enter into discussions with Gen PGM to develop a Marathon Community Benefits Agreement. • Enter into discussions with Barrick Gold regarding corporate sponsorship of the Active Living Center.
18. Local Agriculture Development	Explore the concept of developing a local Food Sovereignty Strategy in consultation with identified strategic partners.
19. Community Improvement Plan	Research the potential of implementing 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.
20. Local Tourism Development	<ul style="list-style-type: none"> • Utilize the proceeds from the Municipal Accommodation Tax to support local tourism asset infrastructure development. • Research a location and costing to construct a digital advertising/community events sign.
21. Town Gateway Enhancement	Enhance the corner of Peninsula Road/Highway 17 with signage and beautification.
22. Community Marketing and Branding	Modernize Marathon’s corporate brand and logo and develop a new marketing plan to support it.
23. Business Retention and Expansion	Forge a stronger partnership with the Chamber of Commerce through the Economic Development office with a focus on in-youth migration.
24. Official Plan and Zoning Bylaw update	Modernize the Municipal Official Plan and Comprehensive Zoning Bylaw to ensure it has the flexibility to support community growth, entrepreneurship, and business development.
25. Natural Gas Virtual Pipeline Development	Move forward with development of the necessary regulatory, permitting, engineering, and capital financing to support this project if economically feasible.





Forging Our Future



Organizational and Fiscal Resiliency

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

Strategies	Actions
26. Municipal Capital Replacement Strategy	Update the municipal ten-year capital replacement plan by strategic priority. Review and update the capital plan on a yearly basis and report to Council.
27. Policy and Bylaw Review	Undertake a comprehensive review of the municipality's corporate policies and bylaws within the current term of Council including the ATV and Procurement Bylaws.
28. Alternative Revenue Generation	Promote and present the concept of the utilization of mining taxes to fund local infrastructure projects to the Provincial and Federal levels of government.
29. Responsible Budget Development	Table municipal budgets that are grounded in sound research and facts.







Progressive Leadership and Collaboration

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

Strategies	Actions
30. Partnership with Biigtigong Nishnaabeg	<ul style="list-style-type: none"> • Continue the practice of regular Council to Council meetings. • Move forward with the Peninsula Harbour Port development and partnership through business and operational planning. • Strengthen economic partnerships and joint ventures for strategic project and economic development through the practice of regular meetings, communications, and committees.
31. Workforce Development Strategy	Manage and reduce the effects of a local transient workforce through the creation of a sectoral strategic working group.
32. Equity, Diversity, and Inclusivity Support	Create a new municipal policy and RESPECT campaign to promote openness and equity.
33. Attract and retain young and talented professionals.	<ul style="list-style-type: none"> • Develop an Internal Succession Plan that is reviewed annually. • Ensure municipal policies support training, development, and retention. • Establish workplace programs to support employees and their families.
34. Partnerships with Regional Post-Secondary Institutions	Engage with Confederation College and Lakehead University to discuss joint collaboration and development opportunities including workforce development and immigration.
35. Enhanced Municipal Communications	Update and modernize the Town website and develop and implement a new Town of Marathon mobile application.





Forging Our Future

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, but it is also supported by strategies and action plans that will ultimately transform them into realities.

The Plan is not only the Town of Marathon's, but also 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 communicated back to Council every six months through a report to Council.

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.



**Town of Marathon
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