

# MARR Strategic Plan Highlights

## 1. Introduction

The Manitoba Association of Regional Recyclers (MARR) members at two separate meetings in October and November of 2001 developed the following Strategy Plan, as compiled by *earthbound environmental*.

The outline of the strategy included where MARR has come from, its current strengths and challenges, and three distinct areas in which strategic action is required. The following offers highlights of this plan.

## 2. Values

The following values will permeate all of MARR's operations and communications:

*Unity*

*Cooperation*

*Commitment*

## 3. Vision

MARR as an organization will:

- a Communicate clearly with all its stakeholders
- a Be aggressive in growing new members
- a Nurture relationships with all its stakeholders and associated bodies

## 4. Goals

### 4.1. *Improved Information Sharing*

*MARR will gather and distribute better information from and for its members, municipalities, MPSC, and the Province of MB.*

#### 4.1.1. Objectives

- a Establish e-mail communication between all MARR members
- a Create a brochure highlighting MARR
- a Bring in knowledgeable speakers
- a Have regular newsletters and market reports

## **4.2. Improved Marketing**

*MARR will seek to enhance the recyclable material markets.*

### **4.2.1. Objectives**

- a Market price updates via e-mail
- a Resource person to research markets
- a Focus on volumes, not market price
- a Do a marketing experiment (perhaps with one material)
- a Site visits to model communities

## **4.3. Stronger Relationships with Stakeholders (Members, MPSC, Prov. of MB, Municipalities)**

*MARR will develop stronger beneficial relationships with its stakeholders in order to strengthen MARR's negotiating/advocacy abilities and to strengthen each individual MARR member's organization.*

### **4.3.1. Objectives**

- a Aggressively grow larger membership
- a Stronger voice with government
- a Investigate alliance with AMM – booth at the 2002 AMM conference
- a Write an article about MARR for the Municipal Leader magazine

## **4.4. Cost-efficiency Measures**

*MARR will aid its members to become more cost-efficient recyclers.*

### **4.4.1. Objectives**

- a Initiate a management seminar for MARR members
- a Establish guidelines or standards (P&E, marketing, processing)
- a Invite MPSC or other speaker to address efficiency issues
- a Increase tonnage in each member municipality by 20%

## 5. Action Plans

The following four action plans correspond to the four goals listed above and have specific objectives with measurable targets and dates.

Objective	Strategy/Plan	Responsibility	Resources
Improve Communication /Information Sharing	* Publish quarterly newsletter	MARR Executive	Consultant
	* Establish e-mail links	MARR member	MARR Staff
	* Create brochure	MARR Executive	Consultant / Staff
	* Knowledgeable speakers	MARR Executive	MPSC
Improve Markets	* Market price updates / e-mail	MARR member	Consultant / MARR staff
	*Research markets	MARR Exec.	\$\$, need funding source
	* Focus volumes, not market price	MARR Exec.	MARR Exec/Consultant / MARR staff /MPSC
	* Marketing experiment (perhaps w/one material)	David McConkey	\$\$ and Ideas needed
Improve Stakeholder Relationships	* Larger membership	MARR Executive	AMM staff/ Executive
	* Stronger voice with government/s	MARR Executive	
	* Improve negotiating position	MARR Executive	Staff, MARR Exec.
	* Investigate alliance with AMM	MARR Executive	Consultant, MARR member
	* Write article for Municipal Leader	MARR Executive	Municipal MARR members
	*Have booth 2002 AMM conference	MARR municipal member	Consultant, MARR member

MARR Strategy Plan 2002 – 2004

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<p>Improve cost management</p>	<p>* Reduce member costs \$15/tonne</p> <p>* Hire management consultant</p> <p>*Increase tonnage each municipality by 20%</p> <p>*Site visits to cost-effective MARR member</p>	<p>MARR Cost-efficiency Committee</p> <p>MARR Exec</p> <p>MARR Cost-efficiency Committee</p> <p>MARR Cost-efficiency Committee</p>	<p>MPSC, consultant, model MARR member</p> <p>Management consultant</p> <p>Utilize MPSC resources</p> <p>Coordinate with MARR meetings</p>
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