



2026 – 2028

# Strategic Plan



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# CGA

# Overview

## VISION

CGA's vision is to serve its members, the compressed gas industry, and the public in matters of safety, education, and other interests related to compressed gases and associated products.

## MISSION

The mission of the CGA is to foster the ever-improving safe, secure, and environmentally responsible manufacture, transportation, storage, handling, and disposal of industrial, medical, and food gases and associated products.

## SCOPE

The scope of the CGA includes the development and promotion of safety, education, and technical materials for:

- the manufacture, transportation, storage, handling, and disposal of gases (including liquefied, non-liquefied, dissolved, and cryogenic);
- the containers and valves which hold these gases; and
- related apparatus necessary for the safe dispensing or delivery of these gases.

Additionally, the scope includes providing safety information or warnings about the chemical or physical properties of gases and their containers, and basic safety considerations for end use.

## CORE VALUES

The following core operating values influence the culture and image of the CGA as an effective safety standards development organization:

Safety Focused  
Technically Credible  
Transparent  
Consensus Based  
Self-Regulating

Collaborative  
Inclusive  
Responsive  
Stewardship  
Future Ready

# Strategic Priorities

CGA's 2026–2028 strategic plan builds on the momentum of the past three years. We will remain focused on our core activities: publishing globally recognized technical publications, providing opportunities to share learnings and best practices, and driving efforts to self-regulate our industry. We will also continue growing our external advocacy efforts, building agility into our standards process, and continuing to increase our credibility across adjacent industries.

As we look ahead, we will focus our work on six pillars—Publications, Knowledge Transfer, Engagement, Agility, Impact and Competitive Positioning. Significant drivers propelling this plan include harnessing technology to make our standards more accessible, sharpening our competitive positioning, and expanding our regulatory relationships to navigate the changing regulatory environment. This plan sets a course for CGA to expand influence, accelerate innovation and deliver unparalleled value to our members and stakeholders.

## PUBLICATIONS

Facilitate adoption and use of CGA publications among CGA members, the industry at large, external stakeholders, and materially impacted parties.

## AGILITY

Improve CGA's ability to address and respond more quickly to emerging issues.

## KNOWLEDGE TRANSFER

Develop and implement an audience-driven strategy that increases knowledge transfer through a mix of in-person and virtual formats with an emphasis on scalable, accessible, and technically relevant content.

## IMPACT

Promote CGA's positions and broaden CGA's influence by engaging in public relations, advocacy, and partnerships with like-minded organizations.

## ENGAGEMENT

Expand CGA's ability to attract and grow engagement from the groups needed to support technical committees and programs.

## COMPETITIVE POSITIONING

Strengthen CGA's competitive position by creating a unique, powerful value proposition.

# Publications

**Objective 1: Increase publication usage by both members and non-members.**

TACTIC	INITIATION
Develop a plan to drive new audiences to the Handbook.	1Q/2026
Optimize and understand third party publication reseller relationships.	2Q/2026
Create segmented outreach and marketing campaigns for external industries to drive awareness and use of CGA resources.	4Q/2026
Improve tracking of CGA publication downloads and usage patterns to identify popular content and gaps.	1Q/2027
Pilot test the use of snackable content video series on high-profit standards to determine whether this is an effective way to drive visibility and usage of CGA publications.	2Q/2027

**Objective 2: Expand awareness and use of CGA publications in targeted evolving sectors such as carbon dioxide, hydrogen, and specialty gases.**

TACTIC	INITIATION
Host collaborative discussions with key stakeholders in emerging sectors such as industry, standards organizations, government, and consumers to understand the existing standards landscape and prioritize development needs.	2Q/2026
Partner with sector-specific industry associations, research centers, or government agencies to co-sponsor educational events and drive awareness of CGA among external audiences.	1Q/2028

# Publications

**Objective 3: Improve discoverability and ease of use of CGA publications and related materials.**

TACTIC	INITIATION
Implement AI-powered knowledge management tool to support user discovery of relevant content.	1Q/2026
Host member listening sessions to identify publication access needs and obstacles, and explore opportunities for expanding access to CGA content throughout their organizations.	1Q/2027
Enhance publication access based on feedback from member listening sessions.	1Q/2028

# Knowledge Transfer

**Objective 1: Formalize knowledge transfer as a work priority for technical committees and increase the number of CGA technical committees contributing educational content.**

TACTIC	INITIATION
Identify two committees to pilot test short, interactive educational sessions tied to specific CGA standards to share the history and industry impact, as well as an overview of the technical concepts in the publication.	2Q/2026
Initiate a structured knowledge transfer review with technical committees to identify critical knowledge at risk, prioritize topics by safety impact and audience need, capture knowledge, and disseminate information to target audiences.	2Q/2027

**Objective 2: Strengthen CGA's on-demand content (e.g., recorded webinars, eLearning) while preserving high quality live events.**

TACTIC	INITIATION
Re-develop CGA's Technical Summit to enhance industry safety, encourage broader attendance, add value for attendees, position CGA effectively against competing offerings, and drive profit growth.	1Q/2026
Expand and reformat the Young & Emerging Professionals Summit to provide educational content throughout the year.	1Q/2026
Audit existing on-demand resources and determine which should remain as-is, which should be restructured, and which should be eliminated.	3Q/2026
Update CGA's on-demand resources as needed based on audit results.	1Q/2027

# Knowledge Transfer

**Objective 3: Increase educational resource usage by both members and non-members.**

TACTIC	INITIATION
Create a strategy to drive awareness and create interest in on-demand education products.	3Q/2027
Offer digital badges and certificates upon completion of an educational module or event to support professional development requirements and/or compliance training needs.	1Q/2028



# Engagement

## Objective 1: Increase active participation on CGA technical committees.

TACTIC	INITIATION
Develop a CGA Committee 101 welcome package with process guides, commonly used terms, etc. to help orient new participants to committee work.	1Q/2026
Distribute short pulse surveys after committee meetings to identify what is working well, what is not, and what new needs are emerging.	2Q/2026
Communicate skills and representation gaps on technical committees and target outreach to member companies to address these gaps.	3Q/2026
Create shareable assets to inform decision makers about the value of employee participation in CGA.	4Q/2026
Modernize committee work processes to facilitate more effective group development and allow for asynchronous participation.	2Q/2027
Evaluate and build upon programs to recognize and reward committee participation.	4Q/2027

# Engagement

**Objective 2: Attract new member companies from growing industry sectors and encourage their active participation in CGA committees and events.**

TACTIC	INITIATION
Complete an annual environmental scan of growing industrial gas industry sectors and determine what area(s) should be prioritized for CGA engagement.	1Q/2026
Publicize a clear business case for participation in standards development and CGA's standards development roadmap for emerging sectors to inform potential participants of activity that may impact their businesses.	2Q/2026
Actively solicit external stakeholder comments on select draft standards that impact high-priority sectors.	1Q/2027

# Agility

**Objective 1: Enable CGA’s ability to readily identify and respond to U.S. and Canadian national-level regulatory and legislative issues.**

TACTIC	INITIATION
Conduct a regulatory assessment to identify essential industry regulations that could be improved, at risk for removal, or opportunities for removal.	1Q/2026
Centralize tracking of national-level regulatory and legislative issues, action logs, and results.	1Q/2027

**Objective 2: Develop new pathways for fast-tracked standards development in response to rapidly developing industry sectors.**

TACTIC	INITIATION
Create and implement an expedited development framework (i.e., 6 months) for select standards needed for rapidly emerging industry issues.	2Q/2027
Deploy a secure online workspace to support member volunteer real-time draft access and version control.	4Q/2027
Evaluate, and where appropriate implement, the use of AI to augment the development of publications and related materials.	1Q/2028

# Impact

**Objective 1: Increase the adoption of CGA publications and positions in external codes, national and international standards, and regulations.**

TACTIC	INITIATION
Benchmark with other standards organizations to identify best practices for promoting ISO adoption of their positions.	3Q/2026
Explore partnering with key regulatory agencies and other external stakeholders to provide their decision makers with technical guidance and industry-specific education related to emerging markets.	3Q/2026
Map relevant applications that are growing outside of our immediate industry to related American National Standards Strategy items, Canadian National Standards Initiatives, and ISO technical committees and outline clear objectives for driving acceptance of CGA positions in these areas.	1Q/2027

**Objective 2: Prioritize regulatory and legislative engagement in order to advance CGA's interests.**

TACTIC	INITIATION
Assign dedicated staff liaisons for key U.S. and Canadian regulatory agency contacts and schedule annual briefings or events (e.g., webinars, facility tours and demonstrations, etc.) to continually build relationships and share CGA priorities.	1Q/2026
Work with the Government Affairs Committee to identify regulatory and legislative issues that impact the industrial gases industry. Develop and implement advocacy plans to advance CGA's goals.	1Q/2026

# Impact

## Objective 3: Increase global harmonization of industry standards.

TACTIC	INITIATION
Develop a clear criteria and strategy for proposing CGA publications for national or international adoption.	1Q/2026
Develop a document mapping CGA standards to their IHC association equivalents, using this information to identify and prioritize technical gaps.	2Q/2027
Create and implement a strategy to support improved industry coordination and communication of aligned association positions in external standards work (e.g., ISO).	1Q/2028

## Objective 4: Strengthen relationships with adjacent standards organizations to improve collaboration and prevent duplicate work efforts.

TACTIC	INITIATION
Launch cross-organization collaboration to share work plans, avoid duplication, and identify opportunities in areas of common interest (e.g., joint standards development, co-hosted standards symposia, etc.).	2Q/2026

# Competitive Positioning

**Objective 1: Refine CGA's value proposition to highlight differentiation from alternative products and service providers.**

TACTIC	INITIATION
Introduce pulse surveys for members and prospects to rate CGA on clarity, relevance, and differentiation.	Q3/2026
Launch a campaign across channels featuring testimonials from high-profile members and case studies showcasing CGA's benefits to the industry.	Q1/2027
Conduct a member and prospect journey analysis to surface moments where CGA delivers unique value and identify pain points vs. strong points.	Q3/2027
Update CGA's website to clearly convey value proposition, position key products, and communicate with target audiences (including, where appropriate, emerging industries).	Q1/2028

**Objective 2: Develop and implement a process to routinely monitor competing providers for overlapping standards activity, new products, and positioning.**

TACTIC	INITIATION
Actively monitor CGA's competitive landscape to identify competing new entrants and products and shift CGA's positioning as needed.	Q1/2026
Benchmark CGA's standards and events versus competitors on factors like technical depth, availability cadence, technical credibility, etc.	Q2/2026
Leverage automated tools to track news releases, conference agendas, standards announcements, and social media chatter about peer standards and paid-content vendors.	Q2/2028

# Competitive Positioning

**Objective 3: Modernize CGA technology platforms to continuously improve security, usability, interoperability, and data analysis.**

TACTIC	INITIATION
Explore, and where appropriate implement, opportunities to leverage AI to enhance discovery and consumption of CGA resources and bring efficiency to CGA work processes.	Q1/2026
Engage an external firm to conduct a periodic analysis of CGA's websites, web applications, and IT systems for cybersecurity vulnerabilities and compliance gaps.	Q1/2026
Deploy tools to identify and address unauthorized uses of CGA's brand or intellectual property.	Q1/2027
Create data dashboards to support CGA's internal real-time business intelligence.	Q3/2027