STRATEGIC PLAN
2023 - 2025

September 20, 2022

VISION, MISSION, SCOPE & VALUES

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	Collaborative
Technically Credible	Inclusive
Transparent	Responsive
Consensus Based	Stewardship
Self-Regulating	Future Ready

2023 - 2025 STRATEGIC PRIORITIES, OBJECTIVES, & TACTICS

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

- Increase member publication usage.
- Increase non-member publication usage.

People: Expand CGA's ability to attract and grow engagement with the talent needed to support CGA committees and programs, including young and emerging professionals.

- Increase active participation of young and emerging professionals on CGA technical committees.
- Educate decision makers about the value of employee participation in CGA.
- Develop and implement a communications program to share information about the work CGA is doing and the impact these projects have on the industry.
- Develop and implement a comprehensive education plan to increase knowledge transfer.

Agility: Improve CGA's ability to address emerging issues and expand more quickly into new areas. Ensure that CGA technical and educational information shifts to address evolving audience needs.

- Facilitate a shorter time to market for CGA publications.
- Enable CGA's ability to readily identify and respond to emerging issues.
- Partner with external stakeholders to optimize our response to and influence on emerging issues.

Impact: Promote CGA's positions and objectives; broaden our influence by engaging in public relations, advocacy; and partner with like-minded organizations.

- Implement a formal advocacy program for CGA to increase visibility and recognition with key regulatory and legislative stakeholders.
- Increase the adoption of CGA publications and positions in code and regulatory requirements.
- Support the continued global harmonization of industry standards.
- Develop an approach for identifying and addressing requirements set forth by other global regulatory, legislative, or standards-setting bodies that are not aligned or conflict with CGA positions.

Operations: Continuously improve internal processes, use of technology and digitization, and maintain plans for association continuity.

- Develop a formal business continuity plan to prepare for potential disruptions.
- Increase traffic to CGA's websites.
- Modernize CGA technology systems to address security, usability, and interoperability needs.
- Develop and release digital assets to improve accessibility and drive traffic to CGA's website.

See annual operating budget for financial impact.

Strategic Priority: Publications

Objective 1: Increase member publication usage annually.

Tactics	Initiation
Conduct regular member surveys to solicit clear feedback on use of CGA publications (i.e., accessibility, usability, adoption, etc.) and gain a clear understanding of user needs.	1Q/2023
Effectively communicate releases of new or updated material to previous publication users.	2Q/2023
Identify, collect, and monitor key KPIs for measuring visibility and accessibility of CGA content on CGA's publication delivery platform and CGA's member website.	3Q/2023
Develop and track data related to traffic, views, and downloads of CGA content by members.	1Q/2024
Communicate the technical pedigree of CGA standards, provide executive summaries for publications, provide the historic basis and/or technical rationale for standards positions.	4Q/2024
Consider how to facilitate incorporation of CGA material into companies' internal standard operating procedures, and if feasible, implement solution.	2Q/2025

Strategic Priority: Publications

Objective 2: Increase non-member publication usage annually.

Tactics	Initiation
Conduct regular non-member surveys to solicit clear feedback on use of CGA publications (i.e., accessibility, usability, adoption, etc.) and gain a clear understanding of user needs.	2Q/2023
Leverage connections with related organizations to promote CGA standards and ensure that a safety perspective is represented in conversations about emerging applications.	3Q/2023
Identify, collect, and monitor key KPIs for measuring visibility and accessibility of CGA content on search engines, standards aggregator websites, CGA's ecommerce platform, and CGA's public website.	4Q/2023
Develop and track data related to traffic, views, and downloads of CGA content by GAWDA subscribers and non-members.	1Q/2024
Communicate the technical pedigree of CGA standards, provide executive summaries for publications, provide the historic basis and/or technical rationale for standards positions.	2Q/2025

Strategic Priority: People

Objective 1: Increase active participation (i.e., attending meetings, participating on work item(s), etc.) of Young & Emerging Professionals on CGA technical committees to 30% of technical committee membership.

Tactics	Initiation
Implement a regularly scheduled orientation webinar for new employees of existing member companies to review CGA benefits, participation opportunities, and value.	1Q/2023
Work with committee leadership to develop a bi-annual committee-level succession plan and a communication plan for sharing succession needs and best transition practices with member companies.	3Q/2023
Create a dashboard of committee participation KPIs for annual review, including transition of members from Y&EP Committee to technical committees, the time it takes them to transition over, percentage of technical committee members who are Y&EPs, reporting of Y&EP engagement by company, etc.	1Q/2024

Objective 2: Educate decision makers (i.e., those who commit personnel, time, and resources to CGA work) about the value of employee participation in CGA.

Tactics	Initiation
Continue to refine member company onboarding and retention effort to include an annual check-in to review member benefits, participation, etc.	1Q/2023
Create targeted communications and materials that clearly convey the value of participation in CGA for the individual, the company, and the industry.	3Q/2023
Develop and implement a plan for connecting with and communicating to member company decision makers (i.e., direct managers of targeted population).	1Q/2024
Encourage current committee members to invite new participants and non-active participants to actively engage in CGA committees, work items, and events.	3Q/2024

Objective 3: Develop and implement a communications program targeted at members designed to share information about the new projects that CGA is initiating, why they are important to the industry, how to get involved, and to announce when they have been completed.

Tactics	Initiation
Launch bi-monthly communication to highlight CGA projects.	2Q/2023

Objective 4: Develop and implement a comprehensive education plan (webinars, seminars, eLearning, posters, and other non-publication resources) in order to increase knowledge transfer.

Tactics	Initiation
Identify, collect, and monitor key KPIs for measuring effectiveness and reach of CGA educational materials (eLearning, posters, seminars, webinars, etc.).	3Q/2023
Produce targeted education programs (seminars and webinars) in more committee topic areas, particularly in areas at high risk for succession.	Ongoing

Objective 1: Facilitate an average time to market of 18 - 24 months for new publications and 12 months for revised publications.

Tactics	Initiation
Review and modify CGA's publication work process to expedite publication time to market. Capture lessons learned from more agile activities (EWP committees, CGA press representation, benchmarking against other organizations, etc.) and integrate those into the standards process.	1Q/2023
Identify and create KPIs for committee work volume, publication development timeframes, and resource needs for review and benchmarking.	2Q/2023
Reinforce the need for workload prioritization by more effectively communicating current committee work priorities and resource needs to CGA member leadership (e.g., Standards Council, Canadian Executive Committee).	2Q/2023
Work with committees on an ongoing basis to identify and eliminate publications that no longer bring value to the industry.	Ongoing

Objective 2: Develop and implement a communications program targeted at members designed to share information about the new projects that CGA is initiating, why they are important to the industry, how to get involved, and to announce when they have been completed.

Tactics	Initiation
Formalize a process for surfacing emerging issues with association leadership.	2Q/2023
Implement an annual committee review of work priorities, emerging issues, library gaps, etc. and develop a work prioritization plan.	2Q/2024

Objective 3: Partner with external stakeholders to optimize our response to and influence on emerging issues.

Tactics	Initiation
Develop and implement a strategic plan related to engagement with external stakeholders, including other standards development organizations.	4Q/2023
Clearly identify CGA's scope of work and expertise to ensure that we are working within our limits and not overextending our resources into areas that are effectively addressed by other means.	1Q/2024

Objective 1: Implement a formal advocacy program for CGA to increase visibility and recognition of CGA with key regulatory and legislative stakeholders in order to advance key industry positions.

Tactics	Initiation
Engage with Holland & Knight to develop an outreach plan to identify and facilitate introductions to key regulatory contacts.	2Q/2023
Create an annual Hill visit day for members to educate about the value of the industry to society.	2Q/2024
Create a leave-behind communications piece to explain CGA and the industry that includes key industry statistics.	2Q/2024

Objective 2: Increase the adoption of CGA publications and positions in code and regulatory requirements.

Tactics	Initiation
Schedule annual visits with critical U.S. and Canadian agencies to update on industry activity and discuss important issues.	2Q/2023
Create and implement a plan for measuring effectiveness of CGA's self-regulation efforts (e.g., number of publications adopted by reference, acceptance rate of petitions, speed of petition action, etc.).	3Q/2023
Explore alternative options for promoting the adoption of CGA positions by reference, particularly in cases where referenced standards are significantly outdated.	3Q/2024

Objective 3: Support the continued global harmonization of industry standards.

Tactics	Initiation
Become an accredited Standards Development Organization in Canada to increase opportunities for adoption of CGA publications.	1Q/2023
Develop and implement a global strategic plan for international harmonization activities (i.e., IHC, ISO, and UN).	3Q/2023
Continue building CGA's engagement in Mexico, Central America, and South America through the development of relationships with regional standards groups and translation of select CGA standards.	3Q/2023

Objective 4: Develop an approach for identifying and addressing requirements set forth by other global regulatory, legislative, or standards-setting bodies that are not aligned or conflict with CGA positions.

Tactics	Initiation
Create and implement a harmonized plan for identifying issues and communicating concerns with global positions that are not supported by the industry.	1Q/2025

Objective 1: Develop a formal business continuity plan to prepare for potential disruptions.

Tactics	Initiation
Develop a formal business continuity plan to prepare for potential disruptions.	4Q/2023

Objective 2: Increase traffic to CGA's websites by 10% annually.

Tactics	Initiation
Conduct user studies to evaluate the usability and effectiveness of CGA's websites.	3Q/2023
Identify critical performance indicators (i.e., search engine optimization (SEO), page performance, traffic metrics, and conversion rates) and create a dashboard to facilitate tracking and review of KPIs.	1Q/2024

Objective 3: Modernize CGA technology systems as needed to address security, usability, and interoperability needs.

Tactics	Initiation
Update CGA's public website to effectively communicate the association's safety mission, key initiatives, and value to target audiences.	2Q/2023
Modernize CGA's member and customer (portal) website to improve access to publications and other resources, automate data collection and reporting, and facilitate member engagement in ongoing projects.	2Q/2023
Evaluate and, where feasible, implement best practices for managing CGA's technology systems (i.e., network configuration, web platform, relational databases, etc.) as needed to continuously improve KPIs.	1Q/2024

Objective 4: Release the CGA Handbook of Compressed Gases in a digital format.

Tactics	Initiation
Release the CGA Handbook of Compressed Gases in a digital format.	1Q/2025
Develop a plan for the creation of additional digital assets (i.e., conversion widgets, enhanced publications, etc.) in CGA's web space.	3Q/2025