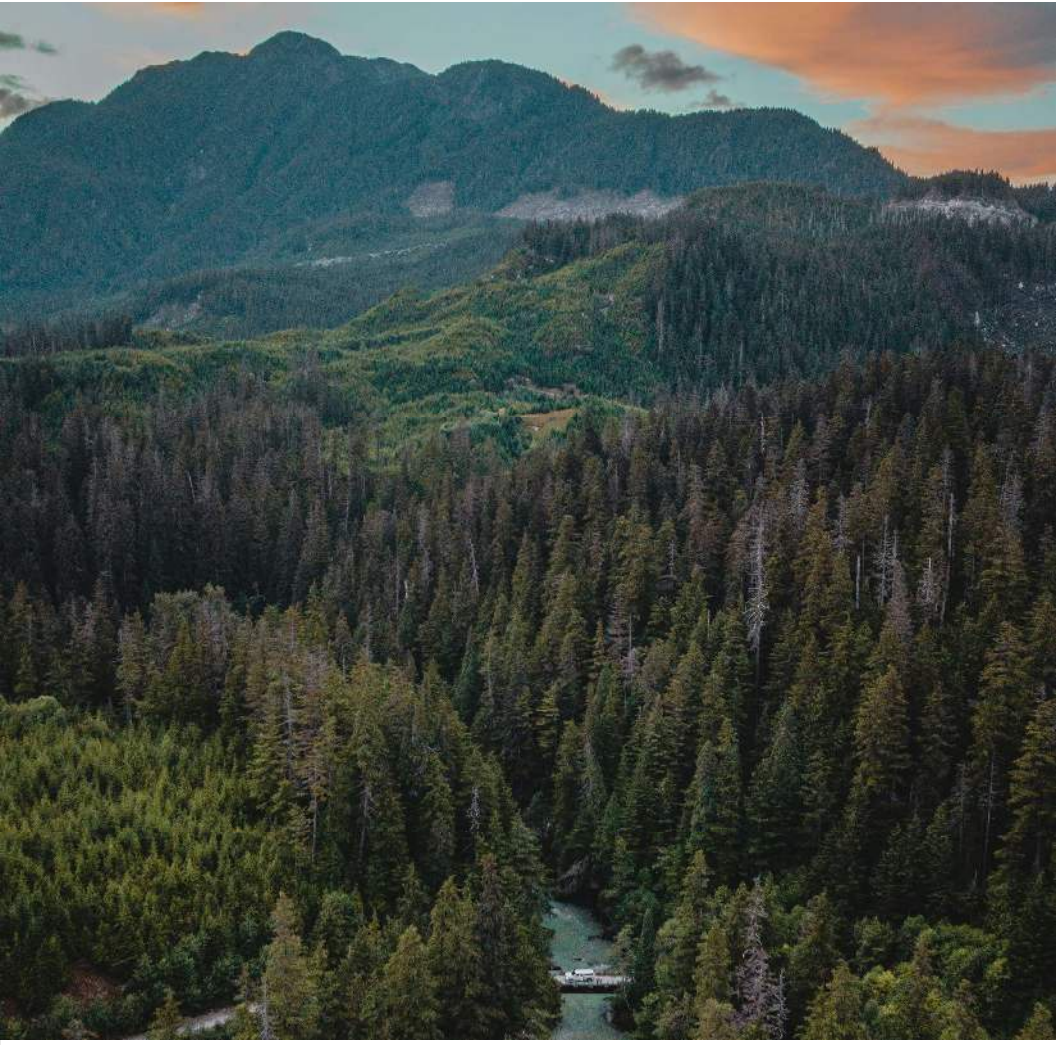




2025 – 2028 Strategic Plan

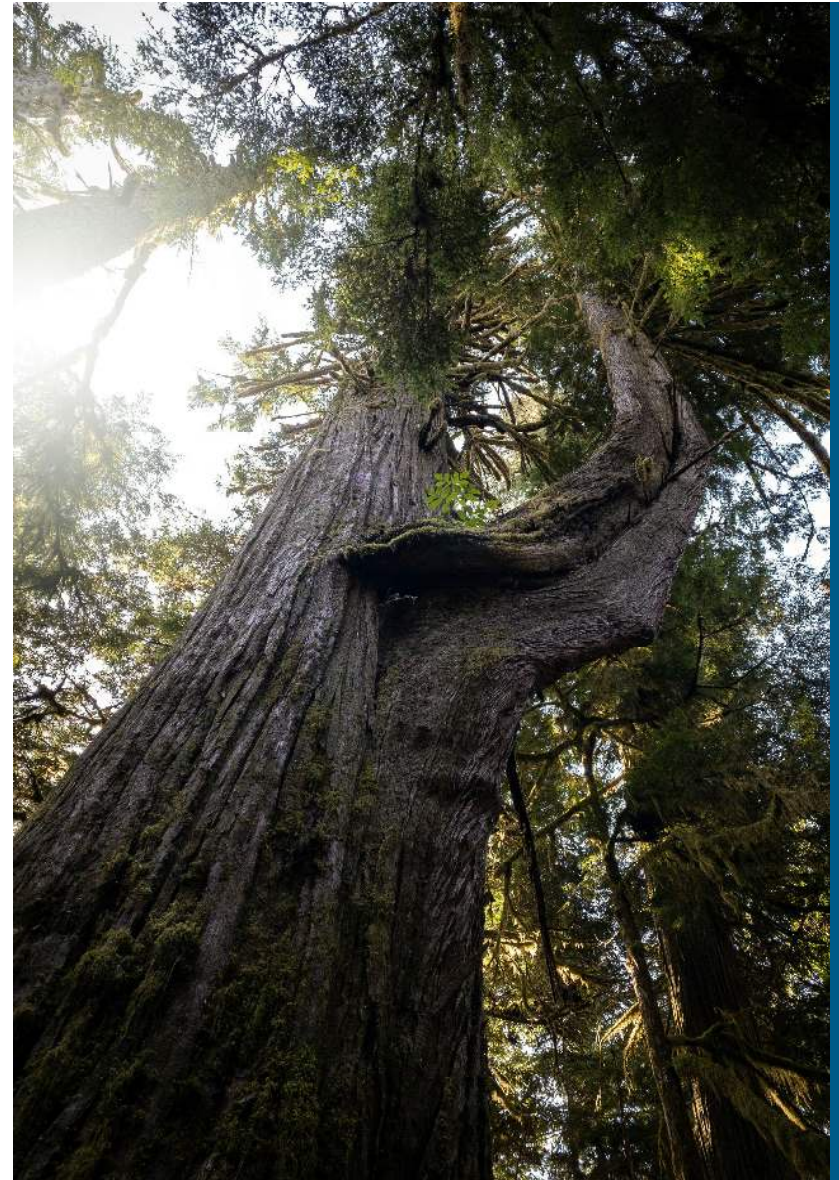


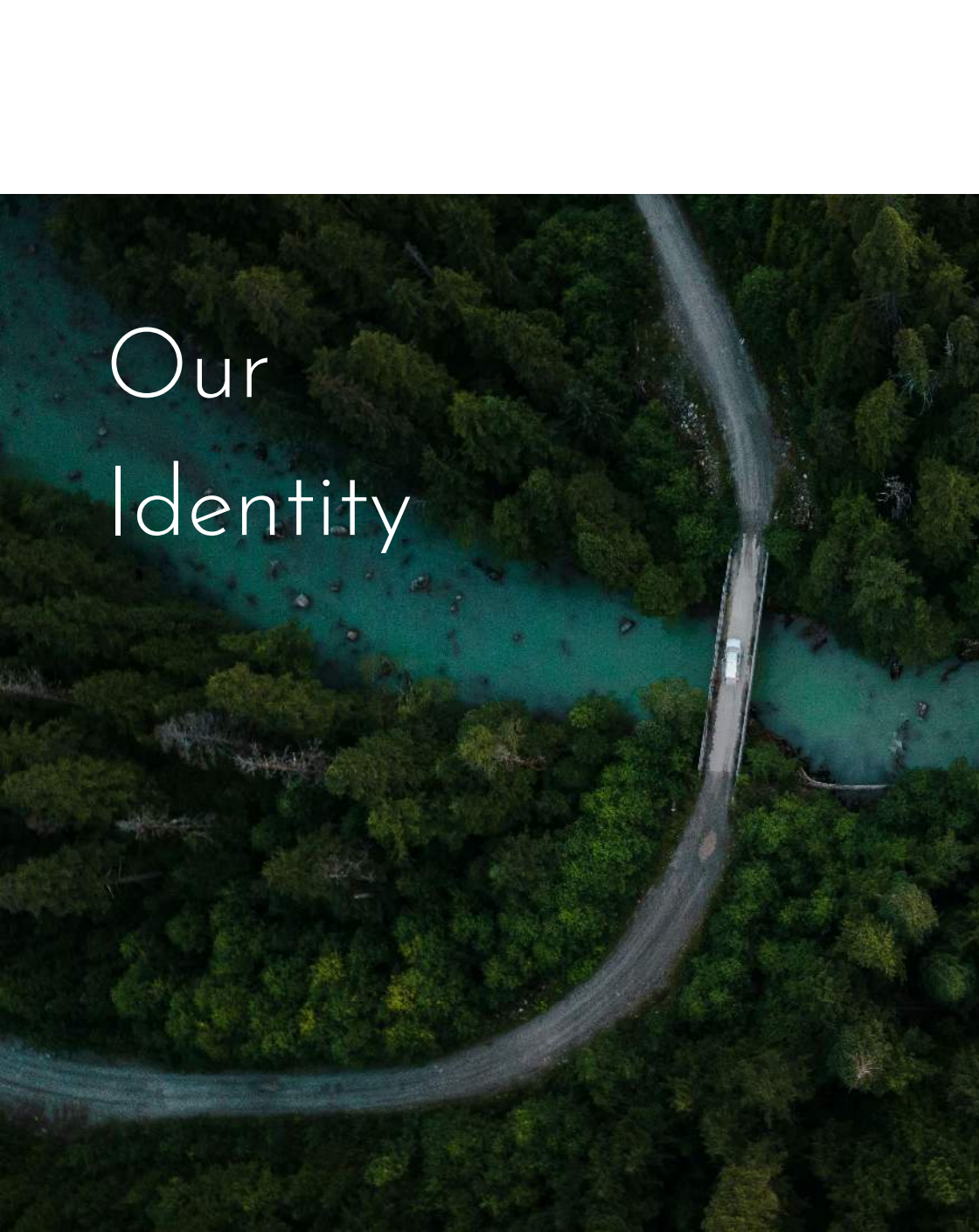
Message from the Board

This 2025–2028 Strategic Plan marks a new chapter for the Kitimat Airshed Group (KAG). One grounded in a deeper presence in our communities, a renewed commitment to collaboration and a stronger, science-informed voice in a region undergoing rapid industrial and environmental change. As new projects and pressures emerge, KAG is positioned to respond with integrity, transparency and leadership. Trusted by regulators, connected to community concerns and united by the shared responsibility to address climate change, we are ready to meet the moment.

With a focus on accessible data, cross-sector partnerships and sustainable growth, KAG is committed not just to air monitoring, but to empower people, industry and decision-makers alike, with the knowledge and tools they need to act. We're proud to offer this plan as a guide for our work ahead, and we invite you to see yourself in it, as a participant, a partner and a steward of clean air.

Kitimat Airshed Group, Board of Directors – June 2025





Our Identity

Mission

Why we exist as an organization

We connect people and science, to turn data into understanding and concern into collective action for a healthier, more informed community.

Vision

Where we want to go

People in our community have access to easily understood and trusted air quality information to make informed decisions.

Purpose

The difference we make

We exist to protect the air we share so that every person in the Kitimat-Terrace airshed can breathe easily today and for generations to come.

Our Guiding Values



Healthy People, Healthy Environment

We prioritize and promote clean air and the well-being of both people and ecosystems.



Community-Driven, Science-Guided

We listen closely to the concerns of those living in the Kitimat-Terrace airshed, aligning our efforts with their needs and priorities, and grounding our work in accurate, representative data to drive meaningful action.



Integrity Through Independence

As a trusted non-profit, we uphold objectivity and transparency and are committed to open communication and the credible sharing of scientific information.



Knowledge as Empowerment & Collaboration as Strength

We champion the translation of complex data into clear, relevant insights, and bring together community members, industry, First Nations and government to foster respectful, informed dialogue and shared responsibility for health and environmental decisions.

Our Priorities

1 Knowledge in Action

We are committed to ensuring that everyone in our region has access to clear, accurate, and actionable air quality information. High-quality data is only powerful when it is understood—so we translate science into tools, stories and education that inform decisions and inspire advocacy. Key actions include:

- Work with monitoring groups to ensure data being collected is high-quality and relevant to the concerns of our community.
- Deliver credible, localized air quality data in ways that are accessible, easy to understand and address cumulative effects.
- Create sharing and learning opportunities that empower individuals and groups to make informed health and environmental decisions.
- Provide timely, relevant information to advance collective awareness and action.

Our Priorities

2 Collaborating for Clean Air

By bringing together Indigenous partners, local governments, industries, researchers, and residents, we create space for dialogue and shared decision-making rooted in science and community values. We believe that addressing climate change is a shared responsibility. Key actions include:

- Build and nurture partnerships that reflect the diversity of our airshed's communities.
- Represent public interests in regulatory and planning processes.
- Equip decision-makers with community-informed insights and credible data to guide policy and practice.

3 Strengthening Our Foundation

We will continue to be a trusted voice for air quality in the Kitimat-Terrace airshed, and invest in the long-term strength and sustainability of our organization. Key actions include:

- Evolve our governance model to support sustainable leadership and broaden community representation.
- Expand staff and volunteer capacity to enhance program delivery and operations.
- Build robust systems to support organizational growth and meet member needs.
- Ensure financial resilience through diverse and stable revenue streams.

Our Objectives

In Our Community

STRATEGIC OBJECTIVE #1

Strong awareness of KAG's mission, vision and activities to grow community engagement

STRATEGIC OBJECTIVE #2

Transparency and accessibility of Kitimat/Terrace air shed data

In Our Work

STRATEGIC OBJECTIVE #3

Facilitate communication and information sharing between stakeholders and the public

STRATEGIC OBJECTIVE #4

Represent the community in public engagement processes to support good decision-making

STRATEGIC OBJECTIVE #5

Efficient air quality monitoring and transparent access to high quality data

For Our Organization

STRATEGIC OBJECTIVE #6

Funding stability and flexibility to grow KAGs capacity to meet its mission and deliver on the strategic plan

STRATEGIC OBJECTIVE #7

Sustainability as a board and an organization

What Success Looks Like



This strategic plan guides our organization from 2025 to 2028. We will measure success through:

- ✓ Greater community awareness and engagement
- ✓ Increased transparency and accessibility of airshed data
- ✓ Individuals and organizations making more informed decisions
- ✓ Improved communication and information sharing between stakeholders and the public
- ✓ Systems and repeatable processes that build the sustainability of KAG
- ✓ A sustainable board beyond KAGs founding members
- ✓ Strong governance supported by administrative, technical and program delivery resources
- ✓ Funding stability to enhance KAGs capacity to meet its mission and deliver on the strategic plan

KAG invites all to join us in protecting our airshed and supporting clean air for all, now and in the future.



2025 Board of Directors

Sandra Knowles

Michelle Martins

Wendy Ross

Lis Stannus

Marc Young

Shawn Zettler



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AIRSHED GROUP