

Strategic Plan

2022-2026

PRINCE GEORGE



IMPROVEMENT
ROUNDTABLE



Photo credit: City of Prince George

ABOUT THE STRATEGIC PLAN



This strategic plan commences in January 2022.

While this strategic plan is intended to direct PGAIR's efforts over the next 5 years, it is not constraining; if new issues come up, the board can discuss and adapt this plan.

This is PGAIR's strategic plan; the intended audience is PGAIR, and they are the lead on all the goals, objectives and strategies.

Terminology used in this plan is as follows:

- **Goals** – big things to accomplish, aspirational. They contribute towards the vision through the mission of PGAIR.
- **Objectives** – nested within a goal, they provide some more specifics.
- **Strategies** – nested within an objective, these are even more specific and describe what or how to get it done.
- **Measurables** – how to measure whether the strategy was completed, usually quantitative, otherwise known as performance indicators or evaluation criteria. They should ideally be SMART (specific, measurable, achievable, realistic/relevant, timely/time bound).

Goals, objectives and strategies are interconnected; they don't stand alone. They are not numbered to avoid the perception of prioritization.

Timelines, also considered priorities, are defined as follows, for when the strategy is accomplished:

- Immediate – within the first half of 2022
- Ongoing – items without a distinct outcome
- Short term – by end of 2022
- Medium term – by end of 2023
- Long term – 2024 to 2026

List of acronyms:

- AQMP – air quality management plan
- BCCDC – BC Centre for Disease Control
- CNC – College of New Caledonia
- ENV – Ministry of Environment and Climate Change Strategy
- FAQ – frequently asked questions
- FBC – Fraser Basin Council
- MFLNRORD – Ministry of Forests, Lands, Natural Resource Operations and Rural Development
- MOU – memorandum of understanding
- NCCEH – National Collaborating Centre for Environmental Health
- PGAIR – Prince George Air Improvement Roundtable
- PM – particulate matter
- RDFFG – Regional District of Fraser Fort George
- UNBC – University of British Columbia



THE PRINCE GEORGE AIR IMPROVEMENT ROUNDTABLE

PGAIR is a non-profit society representing a broad spectrum of the community, including the public, local and provincial government agencies, industry, academia, community groups, health agencies, commercial and transportation sectors. PGAIR is not a regulatory body and has no formal authority to permit or regulate air quality emissions. However, PGAIR's members include regulatory agencies that can use regulatory tools.

PGAIR's role is collaborative, to work towards continuous improvement of the air quality within the Prince George airshed and coordinate various programs and communication initiatives in support of this effort. PGAIR focuses on outdoor air quality only, not indoor air quality.

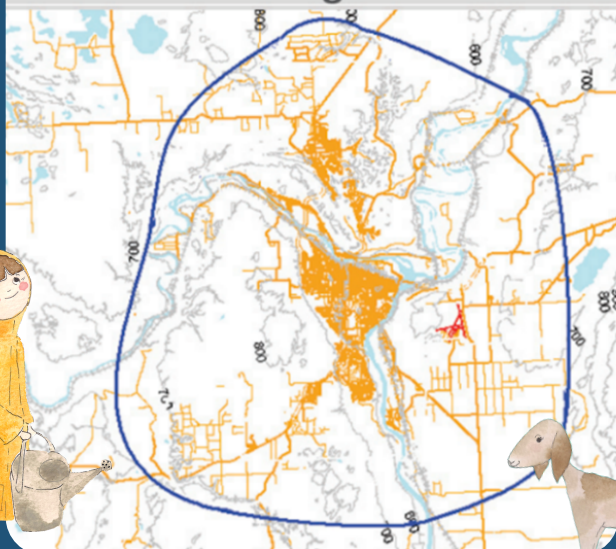
Our Mission

PGAIR fosters public awareness and engagement surrounding air quality, encourages collaboration and information sharing between stakeholders, supports research and monitoring, and recommends strategies to continually improve air quality and mitigate impacts of poor air quality.

Our Vision

A Prince George airshed in which air quality contributes positively to human and environmental health while supporting social well-being and economic success.

Prince George Airshed



THE PRINCE GEORGE AIRSHED

The airshed is defined by meteorological conditions and the valley topography of where the Nechako River meets the Fraser River. The airshed is generally considered to run from the northern city limits, south as far as the end of the BC Rail site, west to the western edge of Beaverly, and east as far as Tabor Lake.

ACCOMPLISHMENTS

PGAIR and its predecessor committees have been operating in the airshed since 1995 and has numerous accomplishments in the areas of air quality improvement, monitoring and education. See www.pgairquality.com for more details on each.

Air Quality Improvements

- PGAIR created and supported the implementation of air quality management and implementation plans in 1998 (Phase I), 2006 (Phase II) and 2011 (Phase III).
- Through those efforts, PM2.5 has been reduced by approximately 29% between 2005 and 2016.
- PGAIR provided annual emissions reductions briefing notes to identify and communicate member agency actions for incorporating air quality management plan strategies
- Coordinated a local woodstove exchange program since 2007.
- Over 400 old woodstoves have been replaced since then.
- Developed eco-driving campaign and installed idle-free signage



Air Quality Monitoring

PGAIR provides support and input to the Prince George Ambient Air Monitoring Working Group, facilitating information sharing and monitoring network funding and maintenance

Education

- Developed a teaching resource package for educators (2013, updated 2019)
- Hosted a North Central BC Clean Air Forum in 2013 and 2018
- Created a series of air quality videos with local artists in 2015



GOALS, OBJECTIVES AND STRATEGIES

The remainder of the plan contains the goals, objectives and strategies for the next five years, subject to funding. They are inter-connected and do not stand alone.

GOAL 1: IMPROVE AIR QUALITY THROUGH PLANS AND ACTION

Objective	Strategy	Timeline	Measurables
Develop an AQMP	<ul style="list-style-type: none"> Develop an action-oriented plan with actions that everyone (residents, businesses, governments) in the airshed can do take to reduce emissions from various sources Build on the draft content generated during the strategic planning process 2020-21 Secure funding to implement the AQMP for PGAIR and other parties to implement actions 	<p>Immediate</p> <p>Immediate</p> <p>Medium</p>	<ul style="list-style-type: none"> Creation of plan Number of objectives, strategies used Amount of funding secured
Implement the AQMP Carry out air quality improvement actions in the interim or absence of an AQMP	<ul style="list-style-type: none"> Implement the actions for which PGAIR is the lead 	Medium	<ul style="list-style-type: none"> Number of actions implemented
Carry out air quality improvement actions in the interim or absence of an AQMP	<ul style="list-style-type: none"> Continue implementation of actions and programs that PGAIR has delivered or determines are needed 	Ongoing	<ul style="list-style-type: none"> Number of actions implemented
Advocate for air quality improvement through science-based education and awareness-raising	<ul style="list-style-type: none"> Encourage receipt of referrals from local and provincial governments, Lheidli T'enneh Avoid duplication with regulatory role, do not fetter regulators Provide accurate, credible and trustworthy information to the public about issues related to air quality Empower others to make more informed decisions about air quality, advocate for related causes, and/or perform their own watchdog functions and protect their own health Focus on big picture ideas and values (e.g. the importance of air quality and its impacts on health), being careful to remain within PGAIR's area of expertise Advocate for public policy and legislation that improve air quality generally, as well as for the use of best-available technologies and leading practices Raise important questions or provide science-based input about specific industrial projects that will impact air quality to help inform related decision-making Avoid public positions on specific industrial projects or proposals 	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<ul style="list-style-type: none"> Yes or no, referrals are received and/or shared Number of duplications with regulatory role Number of communication initiatives Number of applicable communication initiatives Number of applicable communication initiatives Number of applicable communication initiatives Number of applicable communication initiatives Exceedance of zero

GOAL 2: ENGAGE AND INFORM THE COMMUNITY ABOUT AIR QUALITY AND PGAIR

Objective	Strategy	Timeline	Measurables
Communicate importance of air quality, emissions that affect human health, how people can mitigate effects on their health	• Utilize reputable, science-based information	Ongoing	• Yes or no, items shared were on reputable sources
	• Utilize various media such as website, social media, presentations, print material	Ongoing	• Number of communication efforts by various media
Communicate about PGAIR	• Promote which organizations are part of PGAIR, what it does, and its priorities	Ongoing	• Complete or incomplete
	• Release a shortened version of this strategic plan for the public	Ongoing	• Complete or incomplete
	• Issue an annual report that covers mandate, role, vision, activities and accomplishments	Ongoing	• Complete or incomplete
	• Present annually to member organizations	Ongoing	• Complete or incomplete

GOAL 3: PGAIR IS AN EFFECTIVE, ACTION-ORIENTED AND COLLABORATIVE ORGANIZATION

Objective	Strategy	Timeline	Measurables
Bring together partners	<ul style="list-style-type: none">Enable multi-agency, multi-perspective discussions to share information and discuss air quality issuesEngage local Indigenous governments or organizations to join PGAIR board	Ongoing Immediate	<ul style="list-style-type: none">Number of meetings, number of invitations to others/guests to participateRepresentation on board
Improve appropriate governance for PGAIR	<ul style="list-style-type: none">Review, revise or create governance documents, policies and proceduresBoard meets a minimum of 6 times a yearHave clear processes for how meetings are conducted and decisions madeNew directors are “onboarded” consistentlyDirectors understand their role and report regularly to and from their organizationClarify consensus decision makingUse multiple means of communication within PGAIR, beyond just email (e.g., in-person, video conferencing, written updates, newsletters)Consider streamlining the structure of PGAIR, its board of directors and Operations CommitteeConsider creating leadership structure, beyond just chairing meetings	Immediate Ongoing Ongoing Ongoing Short Short Ongoing Short Immediate	<ul style="list-style-type: none">Percentage of governance documents that are up to date and utilizedNumber of meetingsPercentage of governance documents that are up to date and utilizedRecords of directors being onboardedWorkshop, meeting to review this (annually)Captured in minutes that this was done, and appropriate documents updatedNumber of various communication methods usedRevised, streamlined structure in placeCreation and/or filling of leadership positions
Communications efforts are consistent and effective	<ul style="list-style-type: none">Develop a communications planDevelop a social media strategy as part of communications planSeek support from communications staff from partners	Short Short Short	<ul style="list-style-type: none">Existence of a planExistence of a strategyNumber of partners that provide support
Connect with other groups and related topics	<ul style="list-style-type: none">Develop an MOU with Monitoring Working Group to define roles, expectations between partiesMaintain and strengthen communications with other air quality groups in BC and beyond (e.g., air quality groups in Kitimat, Bulkley Valley, Lakes District, Valemount, Quesnel, Vanderhoof)Draw connections between air quality, climate change and related issuesUtilize and share resources from partner organizations (i.e., BC Lung Association, BCCDC, etc.)	Short Ongoing Mid to long Ongoing	<ul style="list-style-type: none">Existence of an MOUNumber of engagements, invitations to present at meetingsResource library (number of articles, webinars, events)Number of partner resources utilized and shared
Improve financial strength and diversity of sources	<ul style="list-style-type: none">Identify and act on opportunities to diversify funding of PGAIRExplore benefits of member organizations contributing small amounts of funding	Ongoing Short	<ul style="list-style-type: none">Number of grants applied for, receivedNumber of members providing funding and amount
Monitor progress against strategic plan	<ul style="list-style-type: none">Conduct an annual review of progress against the strategic plan goals, objectives and strategiesAim for continuous improvement, adaptive management of strategic plan content – review and adjust as neededDevelop annual work plans for staff based on strategic plan content	Ongoing Ongoing Ongoing	<ul style="list-style-type: none">Annual review completedYear over year improvement of our actual implementation of the strategic planAnnual work plan developed, completed