



WYAMZ Strategic Plan

2025 – 2028

Western Yellowhead Air Management Zone

Strategic Plan 2025 - 2028

The Western Yellowhead Air Management Zone (WYAMZ) has been a registered non-profit in good standing in the province of Saskatchewan since 2012. Members represent industrial emitters, oil and gas producers, government and the public with operations within government responsibilities for or who reside in WYAMZ. The WYAMZ Board of Directors currently consists of 12 people and is responsible for governance, fiduciary oversight, support to the Executive Director, and for setting strategic goals and direction.

This Strategic Plan was developed over a two-day working session in November 2024 with input from all Board members. It reflects the views of government and industry as well as public interests. The plan outlines where WYAMZ is heading over the next 3 – 5 years and provides goals and key actions to be taken. This plan is the responsibility of the Board of Directors of WYAMZ to monitor and ensure progress is being made.

An Operational Plan (Implementation Plan) sets annual priorities and goals and is the responsibility of the Executive Director. It outlines how the goals in the Strategic Plan will be met. The Strategic Plan addresses the question of *Where are we headed?* and the Operational Plan outlines *How we will get there?*. Both plans will be monitored on a regular basis and will be shared where and when appropriate with members and other interested parties.

Vision

WYAMZ is a recognized, highly valued and financially self-sufficient provider of quality data. Our data contributes to informed decision making, member satisfaction, relevant policy decisions, and improved ambient air quality that mitigates adverse human health effects.

Mandate

WYAMZ provides scientifically defensible air quality data, enabling others to make better-informed decisions to improve ambient air quality.

Desired Outcomes

As a result of our work, we anticipate that the following outcomes will be reached:

- WYAMZ is a financially sustainable provider of quality data that is useful to industry, government and public stakeholders.
- Our data has value to our members, is cost effective, and WYAMZ is recognized and respected as a reliable contributor and resource.
- Industry members and government agencies find value from participation in WYAMZ in their own public outreach programs.

Values and Beliefs

We value and believe in:

- Being a respected, credible and reliable source of efficiently and transparently produced data that provides good value for members.
- Having an inclusive and balanced group of engaged directors interested in a collaborative approach to identifying and addressing air quality issues.

Strategic Direction

WYAMZ is in transition and setting a strategic direction to ensure a sustainable future.

It is our intention to expand our membership (including Board representation) in a balanced manner and work with government and industry to enhance the value, use and usefulness of our data.

Near-term priorities are to increase awareness of our organization, generate funding to update monitoring equipment and take advantage of advancing air monitoring technologies.

The strategic direction towards a well-planned and well-managed future is linked to increasing education about the importance of objective high-quality data that will ultimately lead to our organizational success and long-term sustainability.

Goals

Our overarching goal is to work with government, industry and the public to provide cost-effective, useful and well-used air quality data. We do this through:

1. Data Collection, Monitoring and Dissemination
2. Membership Engagement and Revenue Generation
3. Awareness and Recognition

We also have an internal goal to build and maintain our organizational capacity to support the Board of Directors and the Executive Director so that they can ensure that members have the type of information they need when they need it and are satisfied with our data and service.

Strategic Goals	Objectives and Key Actions	Measures/Indicators
Data Goal: Make our data more useful and better utilized	<p>Gather, monitor and disseminate data that fully meets the requirements of its application. (i.e. FEM/AQHI/other?)</p> <p>Seek feedback from members about collecting additional ambient air data relevant for their use. Consider including data related to greenhouse gas emissions - CO2/methane - climate change related.</p> <p>Determine the best locations and technologies for monitoring systems (EG trailers or mobile systems)</p>	<p>Data is more highly valued and is used more often by more members</p> <p>WYAMZ has increased recognition, utility and credibility as a data source</p> <p>Monitoring systems are in the most effective places (The right equipment collecting the right data at the right place for the right amount of time)</p>
Membership Goal: Expand our membership in a balanced manner	<p>Increase membership (EG municipalities, Indigenous communities and the public)</p>	<p>Membership increases and is more diversified</p>

	<p>Survey members to determine their needs</p> <p>Ensure members receive good value for what they pay WYAMZ</p>	<p>WYAMZ is aware of what each member group needs</p> <p>Members feel that their membership in WYAMZ has value</p>
<p>Awareness</p> <p>Goal: Increase awareness and recognition of WYAMZ</p>	<p>Develop a communication plan that includes internal, external information sharing and outreach Provide focused messages about what WYAMZ does and why it matters (develop an elevator pitch)</p> <p>Update the WYAMZ website and explore options for a multi-air zone/gov't website for education</p> <p>Determine what type of outreach and education is the most effective and deliver it</p>	<p>WYAMZ is better recognized as a valuable source of data and information</p> <p>Members feel connected and use the Website more frequently</p> <p>Better audience specific information and educational content is available (in one location) through the multi-partner website</p> <p>WYAMZ contributes to education and awareness of the importance of air quality data</p>
<p>Financial Sustainability</p> <p>Goal: Remain financially secure and generate additional revenue</p>	<p>Increase the number of paid members</p> <p>Ensure fair cost for members Change the language on invoices to be more direct about payments. Ensure the invoices land on the correct desks</p>	<p>General revenue is increased. Funds are available to replace aging equipment</p> <p>A larger percentage of members pay</p>

	Develop a Revenue Generation Plan or Capital Campaign (\$800K) to replace aging equipment and determine the best way to implement it	Successful acquisition of financing to support sustainable equipment replacement plan
Board/ED Goal: Maintain an effective organization	Expand Board membership in a balanced manner Provide support to the Executive Director (ED) and oversight of the budget Develop a Board Orientation Package and increase Board capacity through training and Board development Ensure that the Board (and ED) have the knowledge, skills and capacity they need to do the work of WYAMZ Review and update the Strategic Plan on an annual basis and renew it completely in 3 – 5 years Review the Operational Plan and update it annually Develop better understanding of the role of being a nonprofit organization wherein the Board is a hybrid of industry, government and public representatives	Board membership is representative and balanced The organization remains legal and in good standing Board members see value in their involvement and are well informed when they join WYAMZ The Board and ED are well-trained and well able to do the work of WYAMZ The Strategic Plan and operational plan remain current and relevant The Board and ED are well informed about the limitations and options available to them

Enabling Strategies

Enabling strategies are smaller more detailed plans within the Strategic Plan. Each one listed below requires its own goals, outcomes and resources.

- Membership (ensuring data is relevant and there is balanced expansion)
- Awareness, Outreach and Communication (increased recognition of WYAMZ and air quality)
- Board Development (training, capacity building and succession planning)
- Evaluation (a process to maintain momentum and to ensure progress, results and impact)
- Revenue Generation (increase membership payment and funds to update equipment)