



CANADIAN KENNEL CLUB
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Strategic Plan for the Canadian Kennel Club

2015-2018

The Canadian Kennel Club presents a three-year strategic plan outlining its mission, mandate, values and core business. Strengths, weaknesses, opportunities and threats set the stage for the organizations strategic priorities and high level objectives to accomplish.

September 2015

Strategic Plan

Opening Statement

Our national membership consists of a passionate, large network of local clubs, breed specialty clubs, and associations.

Change within the environment in which we work and play has had a dramatic effect on economic drivers at the CKC. Registrations are down, and with that, membership and event participation. Positive change is required if the purebred dog fancy in Canada is to continue.

This document outlines the strategic priorities and high level objectives that will support the annual business plans and budgets approved by the Board. Using a discussion paper and handoff document, the newly elected (January 2015) Board of Directors validated and prioritized this Strategic Plan with a new lifespan of 2015 to 2018.

Driving change to promote growth of the Canadian Dog Fancy is a top priority. Internally, change will come with processes and systems to evolve and improve member services. Also included, are considerations for change to the advocacy, health and wellbeing of purebred dogs

The Board of Directors has adopted these priorities and welcomes members' views as this document will be reviewed and updated annually.

Canadian Kennel Club Board of Directors
September 2015

Strategic Plan

Background

Founded 1888

Not-for-profit organization incorporated under the *Animal Pedigree Act*

Primary registry for purebred dogs in Canada

Approximately 20,000 members

Strategic Plan

Background

Member's Code of Ethics

- Members will comply with the by-laws, rules and regulations as established by the Club and the *Animal Pedigree Act*
- Members will provide their dogs with appropriate housing, food and health care
- Members will endeavor to enhance the role of purebred dogs in society
- To preserve and enhance breed characteristics, the Club encourages and supports participation in shows, trials and other events.
- To strengthen the genetic pool and guarantee further progression towards the ideals of the standard, breeder-members of purebred dogs will:
 - Include in their breeding program only CKC registered or registerable stock, and
 - Keep authentic records of their activities
- Members will educate and encourage all newcomers to the world of purebred dogs

Strategic Plan

Mandate (from bylaw “Objects”)

To advocate, encourage, guide and advance the health, welfare and on-going interests of purebred dogs, their responsible owners and/or breeders in Canada.

To promote the knowledge and understanding of the many benefits and joys that dogs bring to Canadian society.

To advise and co-operate with governments at all levels in Canada in the development of effective legislation to promote responsible dog breeding and ownership, thereby enhancing the benefits that dogs bring to Canadian society.

To co-operate with, encourage and assist associations, organizations, clubs and persons engaged in furthering the interests of purebred dogs and dogs in society.

To maintain a system of registration of purebred dogs that meets the requirements of the *Animal Pedigree Act*, Agriculture Canada and Canadian Kennel Club members.

To provide, manage and maintain a system whereby associated clubs, organizations and persons may, under the auspices of the Canadian Kennel Club, conduct shows, trials, tests and activities that are in accordance with the standards, policies, procedures, rules, and regulations as established by the Club.

Strategic Plan

Core Values

A dedication to, and love of, purebred dogs with a commitment to the on-going improvement in the health and well being of all dogs.

A belief in the value of dogs as an integral part of our lives, our society and the contributions dogs brings to our humanity.

A commitment to promote and advance the sport of purebred dogs and to inform, educate and expand public awareness as to the vast array of activities and opportunities for purebred dog enthusiasts.

A commitment to inform, educate and promote responsible ownership and responsible breeding practices undertaken for the preservation of breed characteristics while producing healthy well-socialized dogs, giving consideration to health issues and temperament and behaviour.

A commitment to protect and enhance the interests of our breeders, members, associated clubs and organizations and to deal with them with integrity, openness, honesty and compassion.

A dedication to high standards in upholding the integrity of our registry.

A commitment to uphold high standards of governance and management in the administration and operations of the Canadian Kennel Club.

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Mission Statement

The Canadian Kennel Club is a national, member-based, not-for-profit organization incorporated under the *Animal Pedigree Act of Canada*. The Club's purpose is to serve its membership and the public by educating, supporting and guiding them in their canine-related endeavours.

Vision

The Canadian Kennel Club, with its members, will be a dynamic service organization, a recognized authority for purebred dogs, and an advocate for all dogs.

Strategic Plan

Strategic Imperatives and High Level Objectives

The Canadian Kennel Club's annual business plan will identify actions that the Club will undertake to achieve the objectives identified, as well as targets and measures to identify whether the objectives are being achieved.

The strategic plan will be reviewed on an annual basis to identify whether the priorities and objectives address the organization's current challenges and needs.

The priorities and objectives identified below are interdependent and complementary.

Strategic Imperative #1 -Growth of the Canadian Dog Fancy

Objective 1A: Increase CKC Registrations

Objective 1B: Increase participation in existing events

Objective 1C: Develop inducements to foster membership

Strategic Imperative #2 - Enhancing the Member Experience through Process Improvements

Objective 2A: Improve the overall information technology infrastructure at the CKC

Objective 2B Enhance the member experience while delivering exceptional customer service

Objective 2C: Establish the bilingual parameters for the CKC as a national organization

Strategic Imperative #3 – Advocacy of Purebred Dogs, The Canadian Kennel Club and All Dogs

Objective 3A: Promote Purebred Dogs

Objective 3B: Investigate & Introduce New Revenue Streams

Objective 3C: Advocate for all dogs at all levels of government and with all stakeholders

Objective 3D: Strengthen existing partnerships

Strategic Imperative #4 – Health & Well Being of Purebred Dogs

Objective 4A: Develop and support programs on canine health, well-being and preservation of purebred dogs.