

The background of the page features a large, light gray watermark of the Canadian Kennel Club logo. The logo is circular and contains a central shield with a stylized 'CKC' monogram. The shield is flanked by two maple leaves. Below the shield is a banner with the word 'INCORPORATED' and the text 'FOUNDED 1888 FONDÉ' at the bottom.

**CANADIAN KENNEL CLUB**  
**Strategic Plan for 2009 - 2011**

September 26, 2008

## CANADIAN KENNEL CLUB Strategic Planning Process

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The Canadian Kennel Club (CKC) has completed a strategic planning process to review its priorities and establish future goals for the organization. The new strategic plan was developed with extensive input from members and staff. Planning steps carried out included the following:

- At the December 2007 Board meeting, the CKC Board made a decision to enter into the strategic planning process.
- The CKC issued a Request for Proposals in February 2008 and an external consultant was selected to facilitate the process.
- The project work plan was developed by the Strategic Planning Committee and presented to the Board in late March.
- A comprehensive strategic planning questionnaire was distributed on-line in May 2008. The questionnaire addressed views of the club, perceptions about external factors, feedback on programs and services and opinions on roles, priorities and future directions for the organization. Close to 1,700 CKC members responded to the survey, an excellent response that demonstrates the high level of member interest and commitment to the Club.
- On June 11, 2008 14 members of the Board of Directors and management team participated in a full-day strategy development session prior to the CKC Annual Meeting in Regina. They reviewed the data from the survey and developed a preliminary version of the strategic goals that are reflected in this paper.
- During the summer months a discussion paper describing the emerging plan was widely distributed. A broad cross-section of members offered input by responding to the focus questions in the paper. CKC staff also participated in a focus group session to provide input to the plan.
- A preliminary sample implementation plan, showing possible actions flowing from the goals, was developed by CKC management and staff in early September.

This strategic plan has been prepared for review by the Board of Directors at its meeting of September 28, 2008. Following Board approval a more detailed implementation plan will be developed by management. The plan will be used to guide the Club's growth and development over the coming challenging years.

Attached: "SWOT" Analysis  
Mission, Vision and Values  
Strategic Goals and Objectives  
Keeping the Plan Alive  
Planning Model

September 26, 2008

## SWOT ANALYSIS

The following “SWOT” analysis (strengths, weaknesses, opportunities and threats) was assembled from the environmental scan information and stakeholder feedback.

**Strengths:**

- Strength of the CKC mandate through the Animal Pedigree Act
- Unique market position as the primary registry
- Broad range of programming
- History and longevity
- Large and energized national membership
- Staff commitment to member service
- Publisher of main canine publications in Canada
- Board, Committee, Council and member expertise in the field
- Interest in and general popularity of dogs

**Weaknesses:**

- Diverse interests of members
- Lack of membership growth
- Perceived slow response times
- Occasionally restrictive rules and regulations
- Need to be more proactive
- Communication and geographic challenges
- Limited funding and resources
- Low public profile

**Opportunities:**

- International linkages
- Corporate sponsorships
- Outreach to youth
- Partnerships
- Increasing advocacy
- Educational initiatives
- Expanding the mandate
- Raising the public profile
- Utilizing technology
- Increasing member engagement
- Fundraising

**Threats:**

- Anti-dog legislation
- Opposition from external interest groups
- Softening of entries in some events
- Increasing fuel and venue costs
- Aging membership with limited growth of young members
- Maintaining IT development
- Geographic differences
- Slow response to emerging issues

Any strategic initiatives undertaken by CKC will need to build on strengths, rectify weaknesses, capitalize on opportunities and address threats.

## MISSION, VISION AND VALUES

### Mission Statement

A mission statement should be a clear description of the purpose, mandate and business” of an organization. CKC’s mission statement was revised during the planning process and appears below:

**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 Statement

A vision statement describes the "preferred future state" of an organization. CKC’s vision statement appears below:

**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.**

### Values

Organizational values are formal statements of beliefs that guide an organization in its relationships with its members as it discharges its mission in pursuit of its vision. The following value statement is proposed for CKC:

**The CKC believes in the value of the dog as a companion animal and as an integral part of our lives and our society. We support all initiatives that enhance their contribution to humanity.**

**The CKC will model integrity, openness, honesty and compassion in its dealings with its members and customers.**

## STRATEGIC GOALS AND OBJECTIVES

The following high-level strategic goals emerged from the planning process:

### GOAL ONE - Raise Profile

- 1.1 Increase public awareness about the organization
- 1.2 Lobby for favourable legislation at all government levels
- 1.3 Develop programs to promote responsible dog ownership
- 1.4 Strengthen international relations by building on strategic alliances

### GOAL TWO - Enhance Programs and Services

- 2.1 Restructure the organization to support broader member services/programs
- 2.2 Develop education and certification programs for members
- 2.3 Increase the speed and responsiveness of service delivery
- 2.4 Analyse the potential of becoming a third party provider of services to other organizations
- 2.5 Explore the development of a separate arms-length organization to encompass mixed breeds.

### GOAL THREE - Develop the Organization

- 3.1 Improve communication at all levels and in all directions
- 3.2 Increase governance effectiveness
- 3.3 Grow the membership base and increase member engagement
- 3.4 Ensure optimum physical, financial and human resources
- 3.5 Analyse the potential for further corporate sponsorships

## KEEPING THE PLAN ALIVE

CKC's identified strategic directions pertain to raising its profile, enhancing its programming and developing its organization. The organization is well positioned to address its strategic challenges and opportunities with a committed board, dedicated staff and an energized membership base

However, a new plan is like a new vehicle - it depreciates by 30 percent during each year of service. The turbulence of the not-for-profit environment in Canada will necessitate ongoing "service and maintenance" of the plan by monitoring, refining and periodically revising goals and objectives.

### Keeping the Plan Alive - The Job of the Board

While CKC's management and staff are responsible for achieving the goals and objectives in the strategic plan, the Board of Directors is responsible for providing "stewardship" of the plan by keeping it relevant, valid and vital. Ensuring that strategic plans remain as "living documents" is the essence of effective governance.

Suggested board roles related to the various components of the strategic plan are described below:

Environment: The environmental scan information gathered during the planning process should be monitored closely. Board discussions about trends, events and emerging issues should be explicit and ongoing. Board members are in the best position to do environmental scanning because of their community knowledge and member connections.

SWOT: As part of the environmental scanning process, CKC's strengths, weaknesses, opportunities and threats should be reviewed regularly and revised as goals are achieved and environmental factors change.

Mission: CKC's mission statement is the most stable and constant component of the strategic plan. However, as goals are achieved or major environmental changes occur, revisions may be appropriate.

Vision: The vision articulated in the strategic planning process should be front and centre in all board discussions related to future directions of the organization. Organizational initiatives under consideration should be assessed in terms of their potential contribution towards moving CKC towards its "preferred future".

Goals: Strategic goals and objectives should always be monitored against outcome measures with progress reports from staff at key

milestones. CKC's Board and management may periodically need to shift the emphasis and nature of the directions based on information from the ongoing environmental scan and changes to the SWOT analysis.

Board members therefore should monitor goals on two tracks and continually be asking two key questions:

- What is our progress towards these goals?
- Are the goals still relevant?

### **Implementing the Plan – The Job of Management and Staff**

Gresham's Law of Planning states "If left uncontrolled, the operational activity always surpasses the strategic activity". Steps are being taken to ensure that this will not occur, including extensive staff involvement in developing the strategic plan and a concrete and detailed implementation plan with clear responsibilities and time frames. However, it will still be necessary to continually manage the strategic plan to ensure a tight fit between the identified directions and the day to day operational activities.

Suggestions to support the effective implementation of the strategic plan include:

- Strategic plan progress reports at staff meetings
- Formal communication about the plan on an ongoing basis, including the reporting of milestones in internal communications vehicles
- Ongoing SWOT updates at staff meetings and a quarterly inventory of emerging issues
- Education about the strategic plan built into the orientation of all new employees and Board members
- Links between the strategic plan and the performance appraisal system.

### **Conclusion**

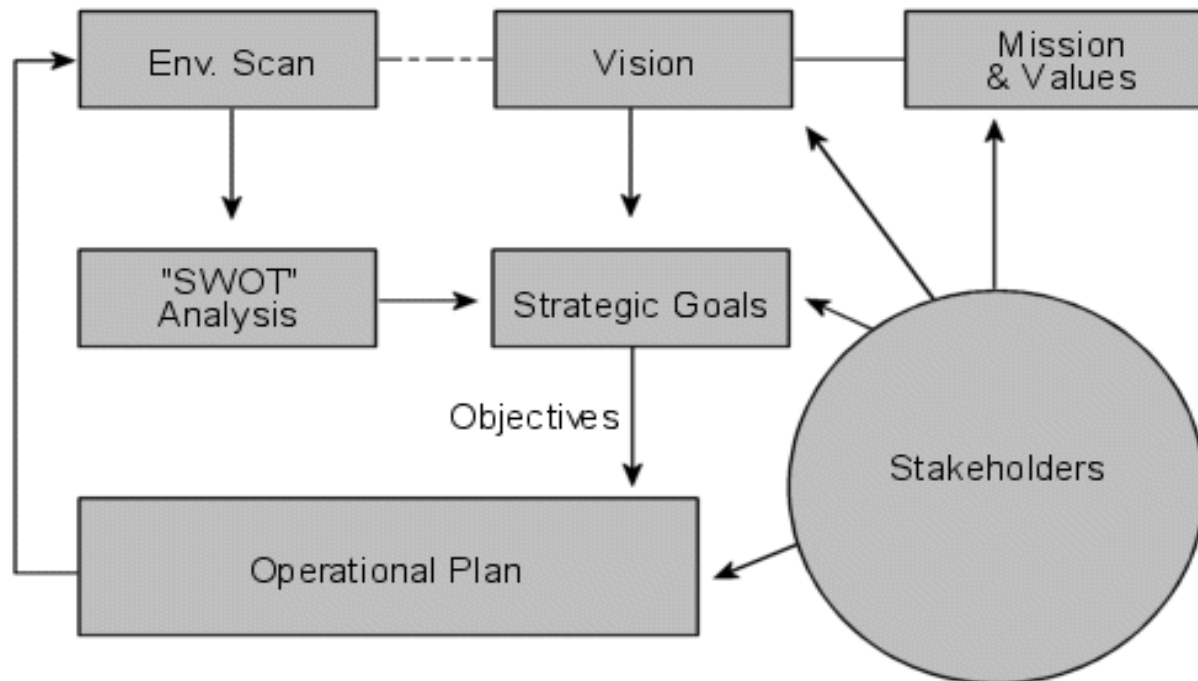
The continued success of the Canadian Kennel Club will depend on its ability to rise to some exciting new challenges while preserving the purpose, values and traditions that made it successful in the past. The enthusiasm and support exhibited by participants throughout the planning process suggests that this will be the case.

It was a great pleasure working with the members, staff, management and board of this dedicated organization.

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September 2008

**THE STRATEGIC PROCESS**  
(Model followed during CKC's planning process)



**Environment** – Environmental scanning is the starting point for any strategic planning process. It should include trends, events and emerging issues in the economic, technological, demographic and political domains, as well as a close examination of the nature of the organization itself.

**SWOT Analysis** – The SWOT analysis is based on environmental data and delineates present strengths and weaknesses in the internal environment as well as future threats and opportunities in the external environment.

**Vision** – A description of the desired “future state” of the organization.

**Mission and Values** – A statement of purpose for the organization and an articulation of the values important to its stakeholders.

**Goals** – Broad statements of strategic direction. Good strategic goals are a mix of dreams (the vision) and reality (the SWOT analysis).

**Stakeholders** – Identified in the environmental scanning stage, stakeholders should be formally and appropriately involved throughout the planning process.

**Operational (Implementation) Plan** – A specific and detailed set of actions necessary for meeting strategic objectives. It includes time frames, responsibilities and resource allocations. Monitoring and ongoing revision is a crucial component.

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