



CANADIAN KENNEL CLUB®
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2026 ANNUAL GENERAL MEETING

June 6, 2026

EXECUTIVE DIRECTOR'S REPORT

Dear Members, Directors, and Guests,

It is my privilege to present my first AGM Executive Director's Report to the membership. Having joined the Canadian Kennel Club in August, I have spent the past several months listening, learning, and gaining a deep appreciation for the dedication of our members, staff, and volunteers. Although my time with CKC has been relatively short, it has been long enough to clearly see both the strengths of this organization and the challenges we must address with urgency and focus.

This has been a year of transition, for CKC and for me personally. As I stepped into this role, it became evident that we are at an important inflection point. Membership is declining, and our traditional revenue streams are limited by the structure of our mandate. At the same time, we are advancing critical modernization initiatives and strengthening the foundation needed for long-term sustainability.

Yet alongside these challenges, there are also exciting opportunities ahead. CKC is uniquely positioned to expand its impact, diversify its services, and engage a broader community of dog owners and enthusiasts. With modernization underway and a renewed strategic focus, we have the chance to build a more resilient, innovative, and member-focused organization.

1. Organizational Performance and Member Services

Improving the member experience remained a central focus this year. Even as membership numbers declined, our commitment to service excellence has not wavered.

Service Enhancements

- Streamlined processing times for registrations and transfers through workflow improvements and staff training.
- Improved customer service responsiveness through updated triage processes and enhanced staff resources.

Membership Trends

- Membership declined this year, reflecting broader demographic and economic pressures affecting volunteer-driven organizations and special-interest communities across Canada.
- New breeder and companion-dog owner memberships grew modestly, but not at a rate sufficient to offset overall attrition.
- These trends reinforce the need for renewed outreach, stronger value propositions, and diversified engagement pathways.

2. IT Modernization

Modernizing CKC's events remains essential to long-term sustainability.

- **Modernization of Events**
 - **Data Vault**
 - **Canuck Dogs 2.0**
- **Owner Handled**

Key Achievements

- Enhancements to online tools to support members more efficiently.

These investments are foundational to improving service delivery and enabling future revenue opportunities and savings.

3. Events and Sports Development

CKC-sanctioned events remain a cornerstone of our mission.

Event Highlights

- Strong participation across many disciplines, with several showing year-over-year growth.
- Continued collaboration with clubs to support event sustainability amid rising costs and volunteer shortages.
- Piloted supporting selected performance event clubs with various marketing materials to increase awareness and excited about performance-based sports.

Events remain a vital community touchpoint, but they also face the same demographic pressures affecting membership.

4. Advocacy and Public Policy

CKC continues to be a national voice for responsible dog ownership and ethical breeding.

Advocacy Efforts

- Engaged with provincial and municipal governments on issues including breed-specific legislation, kennel licensing, and animal-care standards.
- Strengthened partnerships with national animal-welfare organizations to promote evidence-based policy.

5. Financial Stewardship and Revenue Realities

This year underscored a structural challenge: CKC's revenue streams are largely fixed and tied to membership, registry activity, and events. As membership declines, this model becomes increasingly constrained.

Financial Overview

- Revenues remained stable but showed early signs of pressure due to reduced membership.
- Careful cost management allowed us to maintain essential services and continue modernization investments.
- The organization remains financially responsible, but long-term sustainability requires new revenue pathways.

The Need for Revenue Diversification

- CKC's current revenue model is heavily dependent on a limited set of traditional services.
- To ensure future stability, we must explore new offerings, partnerships, and value-added services that align with our mission.
- Diversification will be a major strategic priority in the coming year.

6. Looking Ahead

The coming year will require both innovation and discipline. Declining membership and fixed revenue streams present real challenges, but they also create an opportunity to rethink how CKC delivers value.

The team remains committed to building a CKC that is modern, resilient, and financially sustainable, while honouring the traditions that define our community.

I extend my sincere thanks to the Board of Directors for their leadership, to our staff for their dedication, and to our members and volunteers for their continued commitment. Together, we will address the challenges ahead and ensure the Canadian Kennel Club remains a strong, vibrant organization that supports the preservation of purebred dogs, responsible dog ownership and accountable breeders across Canada.

Natalie Tarini