



CLRC STRATEGIC PLAN 2015-2019

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December, 2017

1 - Vision

CLRC's vision is to provide world class animal registry services.

2 - Mission

To provide leading edge value, service and quality in sustainable registry services.

3 – Overview of CLRC

The Canadian Livestock Records Corporation (CLRC), is a private not-for-profit organization with roots dating back to 1905. Incorporated under the Government of Canada's Animal Pedigree Act, an act that regulates the keeping of animal pedigree records, CLRC provides member breed associations with registry services as well as general business administration.

CLRC is governed by a Board of Directors, six of whom are elected by the member associations, and one appointed by the Minister of Agriculture and Agri-Food Canada. The Board elects a chairperson annually from among the directors. And the day to day operations are managed by a General Manager, and supporting staff.

CLRC is financed through fees for service based on a unit cost, calculated as a "unit of work" to complete the associated task. All registrations, transfers and related administrative functions are charged to individual breed associations on the per transaction basis, with rates reviewed and adjusted annually. The membership fees that breeders pay to each association offset any costs to CLRC and in turn generate revenue for their association. CLRC revenues are budgeted based on the projected number of units that will be processed during the year for all breeds. These projections can be affected by cycles in the global market.

4 – Environmental Scan

In the spring of 2015, CLRC sent out a survey to all breeders and breed associations to solicit their feedback on operations. The overwhelming response indicated several key areas to be addressed. Following the survey, the CLRC Board met to initiate steps to develop a Strategic Plan. This was followed by a joint workshop at the annual meeting with breed association representatives. The following are identified issues from these efforts.

External

1. Improve the turnaround time in processing application requests
2. Further develop electronic services
3. Coordinate performance data testing
4. Improve communication and collaboration
5. Develop a sustainable business plan

Internal

1. Develop a sustainable financial plan that supports addressing both the external and internal demands
2. Develop a succession plan for staffing and board
3. Develop a plan for overall governance
4. Develop internal policies and procedures

CLRC has a long and positive relationship with the Department of Agriculture and Agri-Food Canada, however CLRC currently receives no funding from the Government and therefore must develop alternate sources of sustainable funding, while at the same time remaining competitive in the market. CLRC's strength is also its' weakness; providing low cost, high quality service to breed associations while at the same time being completely dependent on revenues received directly from breed associations. There has been a tendency over the years to maintain unit fee increases to below the cost of inflation.

Changes in global economy also affect CLRC. Breed associations do their best to predict future activity, but this can prove to be a challenge.

These are some of the factors that weigh into the creation of a strategic plan to drive CLRC's business plan for the coming years. The main thrust is developing a plan that will support the operations necessary to address the issues involved in reducing turnaround time, improving ROI, and staying current with technology and trends.

5 – Objectives & Strategies

1. Provide leading edge technology

- A. Review and develop electronic services and technology
- B. Coordinate genetic testing (DNA, SNP, coat color and others as may be identified)
- C. Review and improve website
- D. Improve online processes (forms, automation, payment)

2. Ensure quality service

- A. Ensure regular review of CLRC and industry services and operations
- B. Improve direct service levels
- C. Improve turnaround times
- D. Improve communication with breed associations
- E. Improve interface with breeders and breed associations
- F. Develop an education / training plan for breeders and breed associations

3. Develop long term organizational sustainability

- A. Develop financial management plan
- B. Develop board succession strategy
- C. Develop staff succession strategy
- D. Develop an employee performance management system
- E. Develop existing partnerships
- F. Develop a marketing strategy
- G. Develop organizational policies and controls

6 – Key Stakeholders

CLRC's key stakeholders include:

- Breeders
- Breed associations
- Board of Directors
- Minister of Agriculture and Agri-food Canada
- CLRC staff
- Laboratories
- Partners and suppliers
- Future farmers and breeders
- Domestic and international buyers

7 – Evaluation Methods

The strategic plan will be the key business driver for CLRC. Its' measurable outcomes will be evaluated through the implementation and review of a coordinated work plan by the Board of Directors.

Likewise, the staff at CLRC will have their individual work plans established based on the strategies and work packages and each will be evaluated in accordance with measurable outcomes as developed in the Employee Performance Management Plan.

Elements in the strategic plan can shift in priority, with new elements added or removed according to changing priorities.

CLRC Strategic Plan

Objective	Strategy	Work Package (specific actions)	Target Date	Performance Indicators
1. Provide leading edge technology.	A. Review and develop electronic services and technology.	<ul style="list-style-type: none"> • Complete a resource audit and assessment. • Review APPX registration program. • Investigate what other providers offer. • Assess programming options. • Ensure the integrity of data collection and storage. • Transition to online banking. 	<p>April 2017</p> <p>Sept 2016</p>	<ul style="list-style-type: none"> • Detailed contract with Rowland to meet all on-line/website requirements. • Have APPX substitute back-up in place. • Have document guaranteeing data integrity on file. • Eliminate hard copies of statements & reduce cheques.
	B. Coordinate genetic testing (DNA, SNP, coat color etc).	<ul style="list-style-type: none"> • Work with laboratories and associations to set up new testing options. • Complete SNP technology implementation and look at on-going improvements. 	<p>2015</p> <p>2016 on-going</p>	<ul style="list-style-type: none"> • Have a group of association members test effectiveness.
	C. Review and improve website.	<ul style="list-style-type: none"> • Enhance or develop new website. • Maintain topical information. • Review possibility for classified ads or “for sale” designation on website. 	<p>April 2017</p> <p>On-going</p> <p>2017</p>	<ul style="list-style-type: none"> • New website launch at AGM 2017. • Determine ROI
	D. Improve online processes (forms, automation and payment options).	<ul style="list-style-type: none"> • Review and update paper forms and applications etc. • Develop on-line “electronic” registry and capacity for downloading photos, images etc for registration purposes. • Develop fillable forms that require complete information prior to submission by client. • Provide improved search functions (breeder contacts, genetic info, pedigree and performance data etc). • Develop efficient and secure payment options (ex. Pay Pal). • Develop on-line tracking system. 	<p>On-going</p> <p>Aug 2017</p> <p>April 2017</p> <p>Summer 2017</p> <p>Summer 2017</p> <p>Summer 2017</p>	<ul style="list-style-type: none"> • Determine # of registrations being done currently to establish benchmark. • Determine # of fillable forms now to establish benchmark. • Display EPD’s on CLRC website. • Establish and increase rate of on-line payments.

Objective	Strategy	Work Package	Target Date	Performance Indicators
2. Ensure quality service.	A. Ensure regular review of CLRC & industry services & operations.	<ul style="list-style-type: none"> Review assigned unit values. Interview current associations to determine areas for improvement. Investigate what other domestic and international service providers offer. Perform “exit interviews” with departing associations. 	Aug 2017 2016 Feb 2017 on-going Upon departure	<ul style="list-style-type: none"> Ensure prices are fair and profitable. Solicit feedback through survey & provide on-going opportunity for feedback. Solicit feedback from departing associations.
	B. Improve direct service levels.	<ul style="list-style-type: none"> Review staffing requirements to meet targets. Establish staff output capabilities. Provide enhanced bilingual services. Update phone system for quicker access to staff (directory). 	Annually on-going Jan 2017 On-going Dec 2016	<ul style="list-style-type: none"> Have an acceptable and realistic expectation of staff unit production. Next Registrar will be bilingual. Review current phone contract and request estimate for update.
	C. Improve turnaround times.	<ul style="list-style-type: none"> Determine turnaround times in light of steps involved in each process. Develop plan to maintain approved turnaround times. 	April 2017 Annual	<ul style="list-style-type: none"> Turnaround times will be established for each major process.
	D. Improve communication with breed associations.	<ul style="list-style-type: none"> Discuss needs, interests and issues with individual associations. Develop regular bulletins to breed associations (2-4 times/yr). Provide annual inserts to breed association newsletters, magazines etc. upon request. Initiate a CLRC e-bulletin. 	On-going On-going On-going	<ul style="list-style-type: none"> 10% of associations surveyed per year. GM to provide min of 2 bulletins / year. As requested. Jim to establish # of requests to establish benchmark. E-newsletter min of every 6 months.
	E. Improve interface with breeders and breed associations.	<ul style="list-style-type: none"> Communicate proactively to deal with registry issues. Increase staff awareness of quality of interaction with users. Encourage staff interaction to AGM’s, breed association meetings, etc. Develop regular feedback mechanisms. Distribute survey results to associations & inform members on strategic plan outcomes. 	On-going On-going On-going April 2016 on-going	<ul style="list-style-type: none"> As requested. Include in personnel reviews. Incorporate survey info into strategic plan and update at annual meetings.
	F. Develop an education/ training plan for breeders and breed associations.	<ul style="list-style-type: none"> Develop a “how to register” You Tube video. Develop material for breed association workshops. Develop and host pertinent workshops. Help breed associations understand the strengths and weaknesses of the APA. Promote inbreeding coefficients. 	Fall 2017 2018	<ul style="list-style-type: none"> Produce and post CLRC genomic testing workflow on website.

Objective	Strategy	Work Package	Target Date	Performance Indicators
3. Develop long- term organizational sustainability.	A. Develop financial management plan.	<ul style="list-style-type: none"> Establish short and long term plans (annual budgets, capital purchases, reserves). Review annual capital equipment replacement schedule and budget. Review annual staffing costs. Review and update pricing of services (DNA, SNP, EPD's, health etc.). Implement pricing structure for electronic vs manual registrations. Develop a sponsorship/fund development program. Consider offering breed website/links for paid advertising, show case pages, etc. 	Oct 2015 on-going	<ul style="list-style-type: none"> Initiate strategic plan in 2015 with on-going annual reviews. Work with associations to establish and review costs and cost schedule. Will be built into CLRC annual budget A fund development committee will be struck by the board.
			Annually	
			Annually	
			Oct 2017	
			Feb 2017	
			On-going	
	B. Develop Board succession strategy.	<ul style="list-style-type: none"> Develop a board recruitment strategy. Create a board nomination committee and develop terms of reference. Define BOD nomination and election process for new directors. Develop a nomination form. Determine board needs and recruit accordingly. Review current board policies & bylaws. Develop board orientation manual. 	Nov 2015	<ul style="list-style-type: none"> Have an active committee with T.O.R and nomination forms. Have a full slate of candidates for Directors each year.
			Annually / on-going	
			To be complete	<ul style="list-style-type: none"> Will provide direction and efficiency to Board. Initiate review and development in 2017.
			2018	
	C. Develop staff succession strategy	<ul style="list-style-type: none"> Develop a plan for sustainable staffing succession. Develop staffing options & present drafts to board for review. Include staffing projections in budget. Create a plan for staff knowledge transfer. 	2015 2017	<ul style="list-style-type: none"> 2015 hire a finance and admin staff & additional registrar. Create 5 year staffing plan. Maintain ability to meet customer demands. Have current staff mentor and train new staff.
			Annually	
			Annually	
	D. Develop an employee performance management system	<ul style="list-style-type: none"> Develop a performance management review template. Develop staff service recognition and incentives. Maximize workplace flexibility. Complete annual staff perf review & specific goal setting. 	Nov 2015	<ul style="list-style-type: none"> Completed Completed Consider: working remotely, compressed schedules or flex schedules (monitor output). Maintain documentation of staff objectives and performance.
			Nov 2015	
			2016 Dec 2016 / annually	

	E. Develop existing partnerships	<ul style="list-style-type: none"> • Collaborate with laboratories, breed associations and industry stakeholders. • Promote a better relationship with AAFC and improve AAFC's understanding of the role and needs of CLRC to support and fulfill the mandate of the APA. • Collaborate with youth programs (4-H, Junior Farmers, AJRQ etc). 	2016	<ul style="list-style-type: none"> • Maintain regular meetings and open communication. • Resolve procedural issues. • Acquire financial support from AAFC. • To be determined.
	F. Develop a marketing strategy for CLRC	<ul style="list-style-type: none"> • Increase awareness of how CLRC serves breed associations. • List and promote unique CLRC services. • Promote purebred livestock by drawing awareness to Canadian successes. • Market to more breed associations. • Investigate possible relationships with organizations addressing consumer values (organic, humanely raised, etc.). 	2018	<ul style="list-style-type: none"> • Provide estimates to breed associations upon request. • To be determined.
	G. Develop organizational policies and controls	<ul style="list-style-type: none"> • Review and develop CLRC policies & procedures. • Review flow chart of responsibilities between CLRC, AAFC, associations and breeders. • Define board, management and staff roles and make this info transparent to breed associations. • Develop standard 5 year agreements for new member and contract associations. • Upon expiry, renew agreements for 5 year terms for existing contract associations. 	2017 2018 2017 and as required.	<ul style="list-style-type: none"> • Have specific HR manual. • Share with associations. • All agreements are current.

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