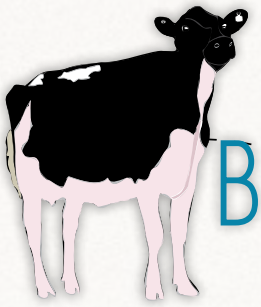


CANADIAN BREED STRATEGY

VISION

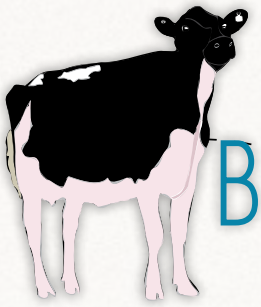
> *To foster a collective, **industry supported** strategy for the **future** of Holstein Breed which will act as a **tool** for Canadian dairy producers to maximize **profitability** and **genetic improvement.***

TODAY'S CHALLENGES

1. The fast-paced race to find animals with the highest genetic merit has narrowed genetic diversity (increased rate of inbreeding) and has dramatically decreased generation interval (90% of bulls born have unproven sires).
2. Genomics has doubled accuracy of genetic prediction in young animals, but has forced our industry to focus on retention of market share in registration and identification, classification and milk recording and effectively linking these phenotypic recording tools with genetic selection.
3. Producers demand to be shown the economic benefit to participating in breed improvement programs as they make tough financial decisions on farm. Technology transfer, extension and training are our top priorities within and between all sectors, including producers.
4. The national selection index (LPI) is less popular and therefore its effectiveness has been depleted.

MAIN GOALS FOR 2020

1. Enhance selection criteria that provide the best genetics to Canadian Holstein producers and the world.
2. Develop and maintain animal evaluation systems that accurately assess profitable and trouble-free Holsteins in order to increase participation in genetic management programs.
3. Intensify collaboration and exchange between Industry Partners to gain efficiencies and increase effectiveness.
4. Support DFC in their quest to implement a National Traceability System for Dairy.
5. Cultivate a group of passionate and unified young leaders who are knowledgeable and enthusiastic advocates for the dairy industry that become committed to breed advancement and industry sustainability in their chosen careers.



CANADIAN BREED STRATEGY

GOAL 1

ENHANCE SELECTION CRITERIA THAT PROVIDE THE BEST GENETICS TO CANADIAN HOLSTEIN PRODUCERS AND THE WORLD

OBJECTIVE 1

▶ Aggressively encourage Canadian producers to maximize genetic progress by genotyping heifers and selecting the best Genomic Parent Average (GPA) for replacement.

▶ Maximize amount of female genotyping considering individual replacement rates and utilize in conjunction with reproductive technologies where feasible (i.e., sexed semen and IV Fertilization).

▶ Educate producers about effective selection practices using traditional or genomic Parent Averages. Actively encourage the usage of genomic tools for herd management and genetic improvement especially for animals that are not currently Herd Book verified with Holstein Canada.

▶ Immediately conduct case studies to calculate (1) the impact of selecting heifers for culling (especially in non-registering herds) and (2) economic impact of synergies with reproductive technology. Extension in this area will have immense impact.

OBJECTIVE 2

▶ Select the very best young genomic sires from a large number of families without sacrificing genetic diversification and ensure an optimum proportion eventually become proven sires.

▶ *Genotype many males and select the very best, based on both high merit and genetic diversification, for subsequent progeny testing programs across the world.*

▶ *Promote and encourage the usage of mating services from a wide selection of AI organizations in order to monitor and avoid inbreeding and make informed choices for mates. Develop and endorse mating programs that account for the economic impact of mating choices (genetic merit versus inbreeding depression).*

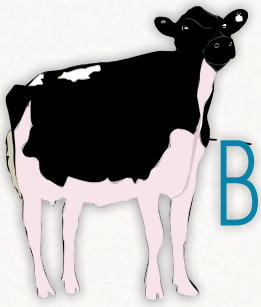
CANADIAN BREED STRATEGY

- Inspire the Canadian Dairy Network (CDN) to establish a process to augment a sire's genetic potential (i.e., LPI) if he is less related the active female population (lower R-Value).
- Stimulate all industry partners to contribute towards and communicate the social responsibility of maintaining breed diversity while striving for genetic progress. Everyone must take ownership for being stewards of Holstein breed genetic diversity.

OBJECTIVE 3

- Amplify LPI's national and international reputation. Show leadership and increase capacity to market Canadian genetics.

- Modify emphasis of traits in the national selection index (LPI) to enhance selection for survivability, health and reproductive efficiency. Promote and publicize the usage of the index according to the Canadian Code of Ethics in all sectors of the industry.
- Eliminate the overestimation of young genomic sires in order to dispel all myths that Canadian proofs are not stable..
- Optimize selection for low heritability traits (ex. Herd Life, Daughter Fertility, Mastitis Resistance) of young animals with the increased accuracy of evaluation (Reliability) of traits that respond well to genomic selection (i.e., milk production).
- Safeguard against degradation of economically important traits (i.e., Functional traits) resulting from fast progress in highly-heritable traits (such as milk yield) and modify the selection index to restore an adequate balance between traits.



CANADIAN BREED STRATEGY

OBJECTIVE 4

▶ Aggressively promote Canadian Holsteins.

▶ Effectively communicate that the "Canadian Kind" has transitioned into a balanced, dairy strong cow that is functionally correct and built to last. Sufficient, rather than extreme, depth and width and height are preferred as they are more correlated to efficient production. Ensure that Canadian breeders have evolved alongside with the movement away from excessive height and size in favour of conformation that supports high production, free of health issues, over a long lifetime.

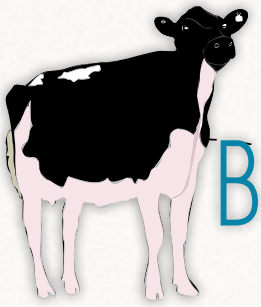
▶ Develop a strategy to open and broaden markets internationally for the sale of Canadian embryos, live cattle and semen. Communicate the Canadian philosophy of service delivery and genetic goals.

▶ Conduct economic analyses to determine the exact value of improvement in all recorded traits (i.e., milk yield and conformation). Increase recognition for cows that are profitable over longer lifetimes rather than based only on lifetime totals (i.e., kg per day of life).

GOAL 2

DEVELOP AND MAINTAIN ANIMAL EVALUATION SYSTEMS THAT ACCURATELY ASSESS PROFITABLE AND TROUBLE-FREE HOLSTEINS IN ORDER TO INCREASE PARTICIPATION IN GENETIC MANAGEMENT PROGRAMS.

"You cannot manage what you can't measure."



CANADIAN BREED STRATEGY

OBJECTIVE 1

► Endorse the Canadian Classification Program as the gold-standard for developing a structurally correct and balanced dairy cow that is profitability and long-lived.

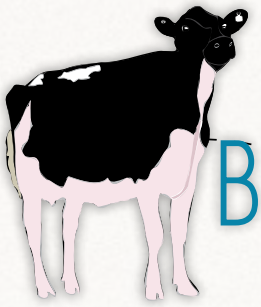
► When or if the need arises, add more traits and remove those that are no longer relevant.

► Guarantee that emphasis on Feet & Leg traits improve mobility and resistance to hoof disease. Use Locomotion data to understand the mechanics and economics of foot and leg mobility. Develop a national data collection system for hoof trimming events to assist in the advancement of accurate feet and leg assessments.

► Increase accuracy of Mammary System evaluation, the most functional and highly emphasized part of a dairy cow. Raise the bar on what it takes to achieve the standards of today for all mammary traits. Rewards udder that are capacious, tightly attached and have extremely soft texture.

► Consider terminating evaluation of Height at Front End and lowering the ideal linear score for Stature (i.e., decrease Dairy Strength evaluation if cows have a linear score of 5 or higher). Both traits are highly heritable and will naturally increase, even if not identified. Selecting for height negatively impacts functionality and profitability. Selection strategies must promote sufficient, not excessive, width and depth and be related to economic efficiency. Define appropriate selection strategies for Angularity which is highly correlated to yield but antagonistic to longevity, fertility and body condition score.

► Ensure that the program rewards a functional rump that bridges the animal together through an extremely strong loin. Promote selection for a pelvis that is properly angled with thurls that are correctly placed for easier calving and durable mobility.



CANADIAN BREED STRATEGY

OBJECTIVE 2

► Ensure that core services (1) are adaptive and flexible for new data collection opportunities and (2) capitalize on changes to herd demographics (herd size, commercial focus, intense management styles).

► To maintain market share and improve Classification program acceptance, offer service alternatives in very large and commercially focused herds. Optimize the effective number of classifiers required per visit. Consider (1) offering a detailed consultation summary at the end rather than having the breeder present for the entire visit, (2) providing discounts to herds that are extremely organized and prepared for the visit, and (3) offering more frequent visits where applicable.

► Investigate novel evaluation methods to assess dairy cattle conformation (i.e., young or breeding age animals) for more opportunities to further improve herd management and animal welfare. Adapt evaluation methods that are possible in lose housing (locomotion) to animals in tied environments in order to improve accuracy of assessment.

► Dedicate research to determining the correlation between functional conformation and profitability. Ensure that emphasis of traits within Final Score and definition of ideal codes are determined by their economic value. Directly connect type traits with health, milk production and reproductive potential to encourage participation in the program. Enhance value-added reports and benchmarking for all classification traits to improve herd management potential. Emphasize the benefits of identifying herd and individual animal strengths and weaknesses and heavily promote the unbiased opinion of Holstein Canada's classifiers.

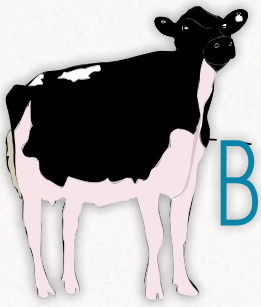
OBJECTIVE 3

► Increase industry commitment and priority to research on-going concerns and needs of all producers.

► Maintain support for funding and participation on DairyGen. Extend research results and benefits to dairy producers as often as possible.

► Explore innovative funding opportunities in collaboration with Dairy Farmers of Canada.

► Continually solidified understanding between researchers, industry and producers to facilitate cooperation and support at all levels.



CANADIAN BREED STRATEGY

► Dedicate research dollars to calculating the direct dollar benefit to producers resulting from the current genetic management programs (identification, genotyping, milk recording, classification and young sire usage). Dedicate industry funds to support data collection for novel traits and develop strategies and methods for their selection.

► Build resource populations in cooperation with industry partners and increase use of genomic technologies.

► Develop genomic evaluations for health traits collected in the National Health System, hoof health, immune response, feed efficiency and neutraceutical properties of milk.

OBJECTIVE 4

► Encourage the use of Best Management Practices (BMP) and ensure that all on farm advisory services focus on animal husbandry techniques and improvements to animal welfare.

► Incorporate the present and future needs of the consumer in breeding and management.

► Consider the needs and demands of the producer (such as decreasing the carbon footprint) in order to position the industry for the future.

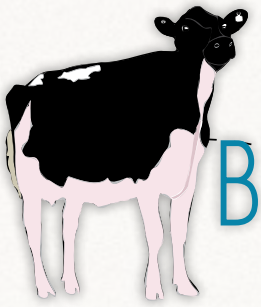
OBJECTIVE 5

► Encourage participation in Herd Book registration to enhance traceability initiatives and enable links with other programs which have direct economic impact on herds (classification and milk recording), in cooperation with all industry partners.

► Promote genotyping (through Holstein Canada's programs (i.e., Geno ID)) as a means to record linage and benefit from genomic selection and more focused management.

► Holstein Canada should consider participating in genotyping initiatives for females and males in cooperation with other industry partners (i.e., CDN, Zoetis and Semex) whenever possible.

► Encourage wide-sale use of many programs by tailoring a cost structure to the philosophy "the more you use, the more you benefit". Collecting required phenotypes increases opportunities to improve management and allows for the continued ability to apply genomic selection.



CANADIAN BREED STRATEGY

GOAL 3

INTENSIFY COLLABORATION AND EXCHANGE BETWEEN INDUSTRY PARTNERS TO GAIN EFFICIENCIES AND INCREASE EFFECTIVENESS.

OBJECTIVE 1

- Share common administrative goals to gain efficiencies and enhance business opportunities at all levels in every sector. Partners should support and encourage one another wherever possible and unite for one common goal, profitability on dairy farms.

- Evaluate the amount of current duplication in data transmission, personnel, services and programs and build efficiencies without losing individual organization identities. Create opportunities for joint promotion and build efficiencies wherever possible.

- Increase the amount of joint industry ventures (such as complementary genetic mating and computerized sire recommendations) to ensure cross promotion of services for maximum benefit of each.

- Each organization should aim to fulfill their role in the most cost effective manner. Services need to be constantly streamlined and enhanced to become more effective at the lowest possible cost.

- Involve Dairy Farmers of Canada in all facets of business that would benefit from government lobbying.

OBJECTIVE 2

- Improve coordination of information and field extension so messages are communicated consistently and effectively. Incorporate a 'dollars and cents' approach to every sales pitch.

- Extension days should enable technology transfer between all industry sectors (milk testers, classifiers, AI technicians, sire analysts, field representatives and industry specialists). Joint initiatives and support opportunities should be encouraged. Conduct more cross-training and consider joint conferences to communicate larger joint initiatives. Expand understanding of each other's roles, challenges and upcoming changes in sectors.

- Communicate the value of phenotypic recording in young sire daughters in cooperation with AI organizations.

CANADIAN BREED STRATEGY

OBJECTIVE 3

► Use social media for instant communication to the grass roots. Ensure large and high impact messages effectively reach producers. Stay connected.

► Messages should be frequent, visual, and enable "open forum" feedback. Chats via Twitter and short Facebook posts have heightened excitement and energy in our industry.

► Intensify extension on genomics (short messages more often) and shift focus towards the many uses for selection and herd management, and away from the improved the accuracy of prediction.

► Foster trust and mutual respect between scientists, industry and producers. CDN has attempted to build this important relationship, but many other partners need to stay connected and get involved.

OBJECTIVE 4

► Significantly improve data linkages and frequency of exchange between industry partners.

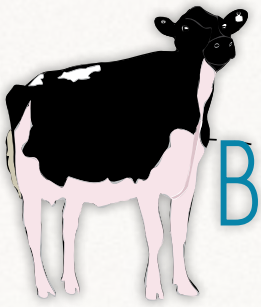
► Consider building a national and centralized hub for web services. Use efficiencies built in 2000 for the Data Exchange System (DES) which is housed at the Canadian Dairy Network (CDN).

► Increase and improve links to allow increased access to data for more informed decisions, greater convenience, lower costs and improved research.

► Adapt data collection and transfer to new technologies (i.e., robotic milkers).

OBJECTIVE 5

► Work with other organizations to promote industry issues at the government level (DFC for Supply Management and CLGA for market access).



CANADIAN BREED STRATEGY

GOAL 5

CULTIVATE A GROUP OF PASSIONATE AND UNIFIED YOUNG LEADERS WHO ARE KNOWLEDGEABLE AND ENTHUSIASTIC ADVOCATES FOR THE DAIRY INDUSTRY WHO WILL BECOME COMMITTED TO BREED ADVANCEMENT AND INDUSTRY SUSTAINABILITY IN THEIR CHOSEN CAREERS

> *"Holstein Canada's Young Leaders Program - fosters young advocates from ages 19-30 through a variety of development opportunities, exchanges, social gatherings, recognition, and sponsorship support. These activities equip young leaders with the right tools and expanded networks to help experience personal and professional development for the betterment of themselves, the Association and the industry."*

OBJECTIVE 1

► Cultivate opportunities for youth that promote dairying and breed improvement with the financial support of all industry partners.

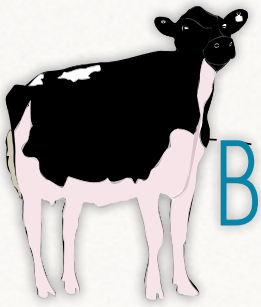
► Develop programs that help facilitate succession of farms (quota, animals and land) into the next generation (inside or outside of families).

► Support the Canadian Dairy Leader Advocacy Program which empowers youth through training in areas such as leadership and media communication encouraging self-development in order to effectively join the industry.

► Develop management programs (such as "DairySense" in Ontario) to teach the basics of profitable dairying including education on the benefits of genomic testing, classification and production management.

OBJECTIVE 2

► Aggressively encourage education at both agricultural colleges and universities. Introduce more scholarships to encourage youth to persue continuing education opportunities (i.e., Education Award, Bovine Medicine Award).



CANADIAN BREED STRATEGY

GOAL 4 SUPPORT DFC IN THEIR QUEST TO IMPLEMENT A NATIONAL TRACEABILITY SYSTEM FOR DAIRY CATTLE

OBJECTIVE 1

▶ Support DFC's ProAction initiative and fully integrate new standards to enhance Herd Book practices.

▶ Implement a unique (and national) premise identification system. Movement of animals tends to be national or even international and premise identification must move beyond provincial standardization.

▶ Track animal movement by enabling the National Identification database and premise locations to be accessible by all industry and service providers. Establish relevant data sharing agreements.

▶ Ensure Herd Book requirements support traceability standards established by by Dairy Farmers of Canada's ProAction programs.

▶ Establish standards that are flexible and contingent of other breeds and species of livestock and ensure that the issue of full traceability of dairy continues to move forward.

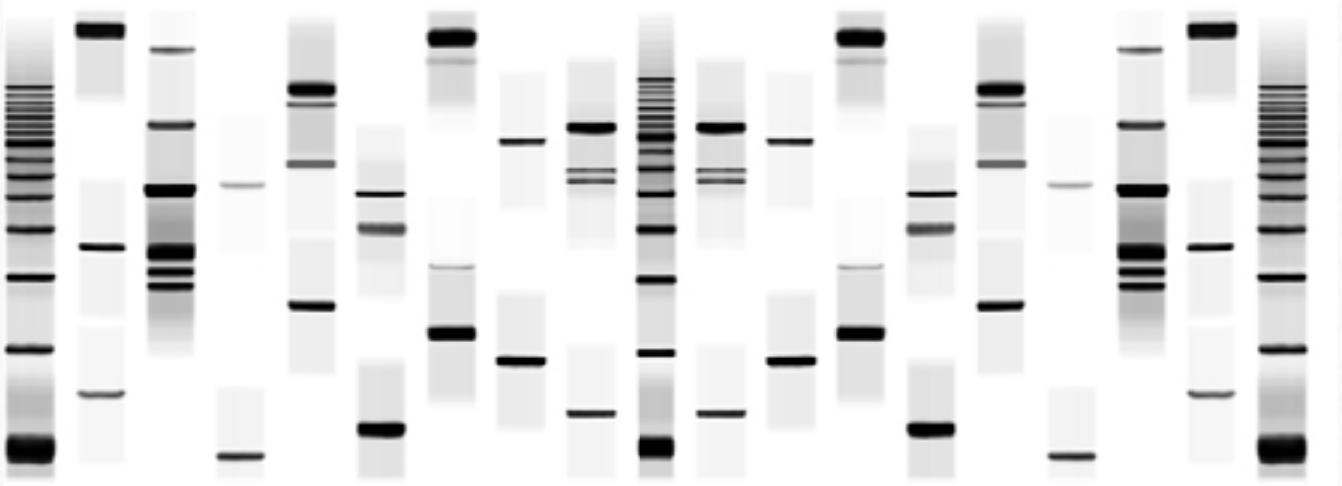
▶ Foster strong collaborative industry efforts to collect traceability information through the national tracking

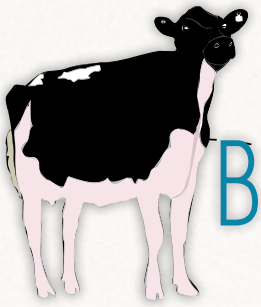
OBJECTIVE 2

▶ Incorporate the collection and banking of a DNA sample for each registered animals into the National Lifetime Identification standards for enhanced disease surveillance and protection.

▶ Work with approved tag manufacturers to deliver a solution that is easy and convenient to use, has high retention and is cost effective.

▶ Support research initiatives on bio-banking. The breed association should incorporate bio-banking into Herd Book practices to increase traceability standards by (1) making it accessible and (2) promoting the added value (genomic and recessive testing as well as parentage confirmation).





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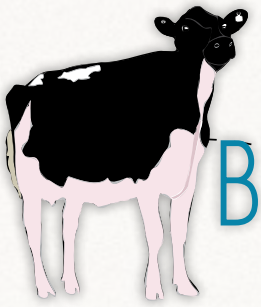


CANADIAN BREED STRATEGY

OBJECTIVE 3

▶ Foster practical learning opportunities.

▶ Ensure that youth appreciate and see the vision in future business opportunities (from direct production to industry extension) where hard work and risk-taking result in success and profit.

▶ Gear opportunities towards enabling Canadian youth to travel to other countries to acquire knowledge about alternative management systems.

▶ Create practical exchange opportunities domestically in order for youth to learn from fellow producers in Canada.

OBJECTIVE 4

▶ Significantly improve education and literature on breed improvement and dairying that focus on youth in the industry.

▶ Encourage industry partners to be active in the development and deployment of education opportunities for youth. For example, Holstein Canada is providing educational lectures on genomics at colleges and universities across Canada.

▶ Make extensive use of social media to promote breed improvement tools and provide informational extension.

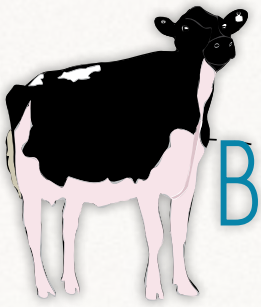
CANADIAN BREED STRATEGY

BACKGROUND - EPILOGUE

Over 17 years has passed since the last Holstein breed strategy was discussed at length. Many advancements and industry-changing innovations have occurred during that time. The Canadian Dairy Network (CDN) was still in their inaugural years, the Semex Alliance partnership was just beginning and genomic technology was a 'pie in the sky' dream. In 1997 there were 22,643 dairy farms that shipped milk and in 2012 that number has almost halved to 12,529. However, the number of milking cows has only decreased from 1.23 million to 960 thousand (and heifers, 530 to 472 thousand). That is to say, the number of producers is decreasing dramatically, but average herd size is growing.

Canada's dairy industry continues to lead the international pack on working cooperatively and interactively in comparison to other major Holstein countries. Several successful industry amalgamations have transpired; Semex now has three main partners (CIAQ, Westgen and Eastgen), Canadian DHI now includes two partners (Valacta and CanWest DHI) and Holstein Canada classifies and will soon offer registry services to all other dairy breeds in Canada. Although attempts to amalgamate CDN and Holstein Canada did not come to fruition, the process was a profitable learning experience and fostered stronger collaborative efforts between two industry partners.

Since 1997, several traditional genetic evaluation systems have been developed including the Test Day Model for production traits, Female Reproduction and Fertility (16-trait model and Daughter Fertility Index), improved Herd Life models, Body Condition Score and most recently, Mastitis Resistance. Canada and the USA were the first countries to deliver public access to accurate genomic evaluation for males and females in 2008-9. With the availability of genomic technology, several novel markers and haplotypes have been discovered or further exploited such as Brachyspina,

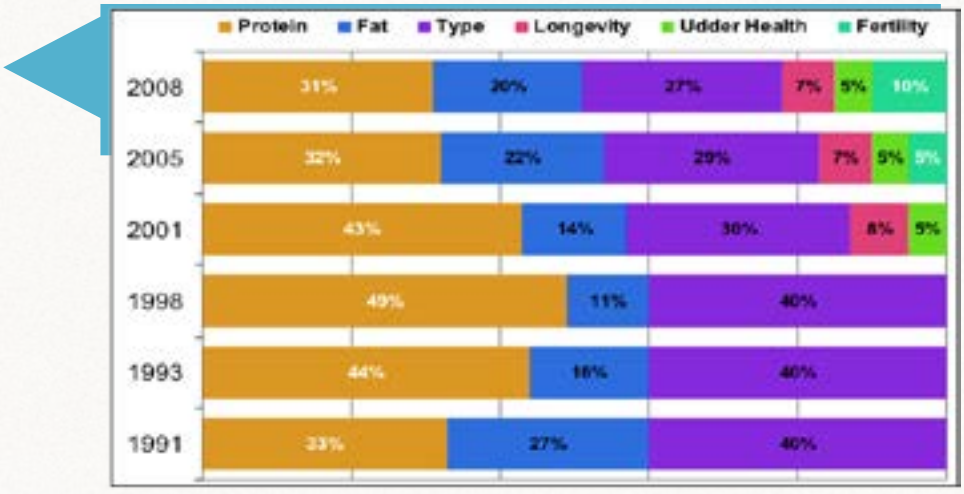


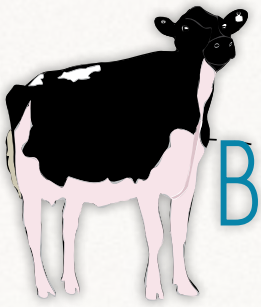
CANADIAN BREED STRATEGY

The arrival of commercially and publicly available genomic selection tools in 2008 radically increased the accuracy of genetic evaluation of young animals (by almost doubling that of Parent Average compared to Genomic Parent Average). Selection intensity is much stronger and generation interval has decreased dramatically, the combination of which has doubled the annual rate of genetic progress compared to traditional young sire testing. In 2008, approximately 5000 young bulls born that year were genotyped, and recently in 2012 almost 16,000 were genotyped. Of those bulls born in 2012 that were genotyped, over 75% of them were sired by a young sire. The average age of bull dams has decreased from 75 to 40 months during that same short time frame. Over the past 5 years, the number of young bulls entering traditional progeny testing schemes has decreased 23% but the number of young genotyped bulls being sold outside of this process has increased by more than 7%. Some AI organizations have started to purchase females to produce young bulls while others have made private agreements with elite breeders. Average gain in LPI from 2000 to 2004 of young bulls in Canada was 109 points per year, from 2005 to 2008 this increased to 210 points per year, and since 2009 the average gain was 445 points per year.

Global competitiveness is heightened with increased sharing of genotypes, phenotypes and other forms of data internationally. Canada continues to be a world leader for conformation and has recently surpassed the USA for milk yield. However, several major Holstein countries are now superior to Canadian genetics for daughter survivability (longevity). Also, the breed experienced a small decrease in daughter fertility until about 2010. Modifications to the national selection index are required from time to time in order to ensure Canadian Holsteins maintain their global competitiveness. A proper balanced selection of the best genetics for production, conformation health and fertility will ensure Canada's global advantage. The current LPI formula is shown below and the evolution in emphasis of economically important traits over several years.

Production (51%)			Durability (34%)		Health & Fertility (15%)		
Protein (60%)	Yield	57%	Herd Life	20%	Udder Health 33%	SCS	20%
	Deviation	3%	Mammary System	40%		Udder Depth	10%
Fat (40%)	Yield	38%	Feet & Legs	30%		Milking Speed	3%
	Deviation	2%	Dairy Strength	10%	Daughter Fertility		67%

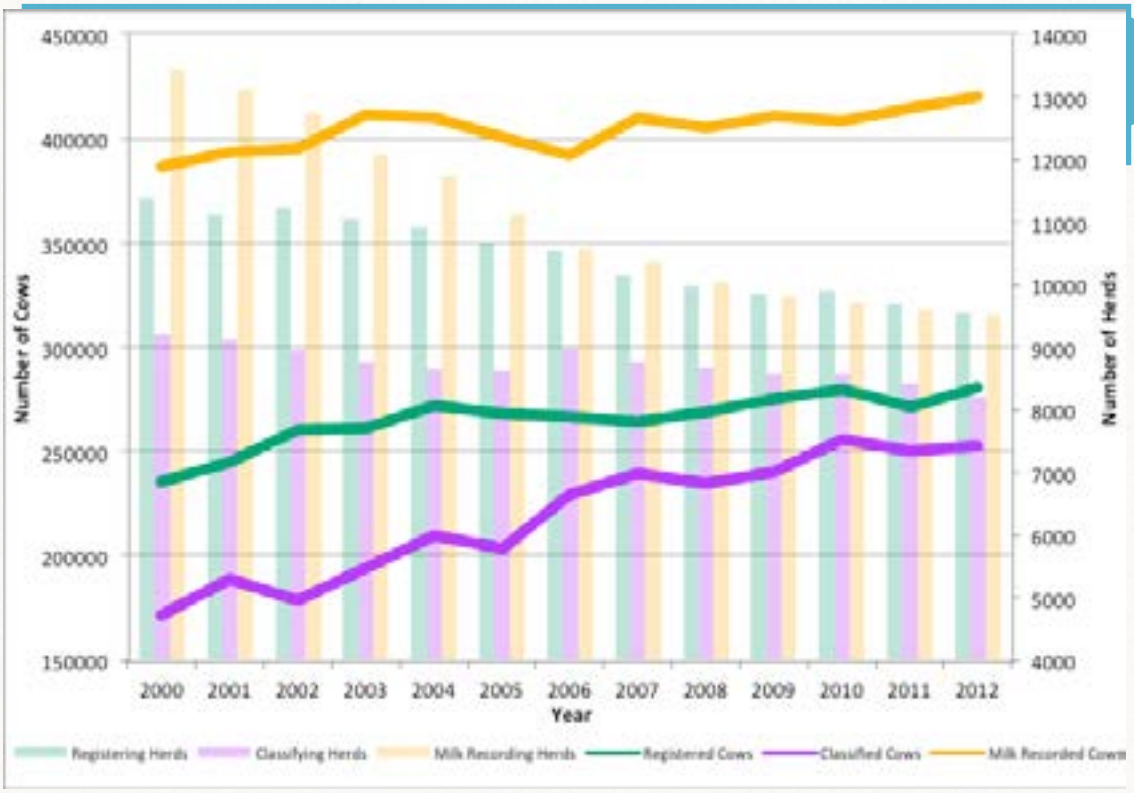


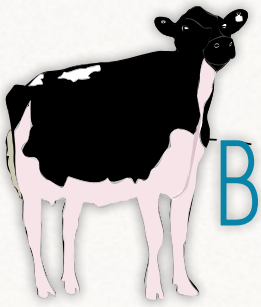


CANADIAN BREED STRATEGY

Genomics was predicted to deliver faster rates of genetic progress for traits contributing to dairy cattle profitability and was expected to broaden genetic diversity. It is safe to say that 50% of that hypothesis has come to fruition. Unfortunately, availability of genomic technology has had the opposite effect on levels of inbreeding in North America. In the most recent 5 year period, average level of inbreeding has increased by 0.21%/year (almost 1% per generation), which is close to the rate of increase before 2003, but significantly higher than the increase of 0.04% per year from 2004 to 2008. The average inbreeding coefficient in recent years is 7%.

In 1992, 47.8% of Holstein animals in Canada were registered. This percentage increased to 53.5% in 1996 and 72% in 2012. The chart below shows the steady increase in number of milking Holsteins registered over the last 12 years. Similarly, there has been an increase in percentage of total dairy cows enrolled in milk recording and classification. In 1996, participation was 60% and 36% respectively in these programs. In 2013, 75% of producers participate in milk record and 62% classify. A national dairy cattle health and disease management system was introduced in 2007. Currently, over 40% of all herds enrolled on milk recording voluntarily record eight major diseases that are known to affect herd profitability. Canada has a relatively small dairy cattle population, so participation in programs must be maximized to maintain a viable proving ground for genetic material. With the increase in the number of larger herds focused on productivity, greater ingenuity and flexibility will be needed to maintain participation levels. Canadian Dairy Herd Improvement Programs combined supervised and unsupervised testing programs which increased participation and controlled costs. In addition, they adapted to the new technologies available to herd owners and on-farm automated recording programs. Most recently, robotic systems have become popular and all programs must adapt to maintain business in these progressive herds.





CANADIAN BREED STRATEGY

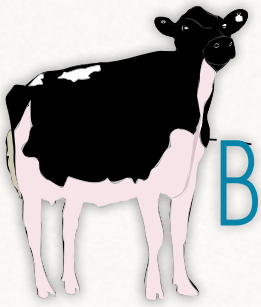
Canada's classification system remains the most renowned and integral conformation appraisal system in the world. Australia has implemented the Canadian system and many others have adopted Canadian-inspired versions without the same technological integration (Mexico, Columbia, Korea, Switzerland, etc.). Improvements in the Canadian system over the years include efficiency of service (electronic availability of data such as calving and birth dates), objective measurement assessments, and increased propensity of the classifier team. WHFF's initiative to harmonize the assessment of conformation traits globally since 1986 continues to be extremely effective with over 25 major Holstein countries that participate.

Traceability initiatives have advanced significantly since the BSE outbreak in 2003 threatened the country's animal health status, on-farm livelihood, profitability, exportability, food-safety and consumer confidence. Canada's traceability system has been built on three basic elements; (1) identifying animals or products, (2) identifying premises, and (3) tracking the movement of animals, commodities, or food products. 80.8% of dairy producers purchase tags from

All businesses and many production operations have adopted new communication venues in the 'Social Media revolution'. Information overload is greater than ever. Information must be communicated effectively and concisely. Popular press articles have also become very important venues of communication. Producers demand access to several venues of information exchange and want to be notified in a concise and frequent manner about all news and events of interest. Participation in programs and acceptance of change is directly correlated to the level of understanding of services at the farm gate. We tend to overload producers with information, and sometimes the meaning of the message is lost. Producers search for information access that is quicker, faster and more frequent because of social media. Producers also want gravitate to "open forum" feedback where they can provide their opinions and they now expect partners and the Association to listen to their feedback through these types of forums.

National Livestock Identification (NLID) and 100% of dairy producers purchase tags from ATQ in Québec. DHI and breed associations accept and use the NLID number as a unique identifier in their record systems. Since Jan. 1, 2002, breed associations require tagging calves before they can be registered. In March 2013, 87% of dairy farmers had their premises identified with an official premises-ID number. Through its provincial organizations, DFC has committed to having premises identification in place for dairy (all primary sites) by the end of 2013.

Industries and governments are committed to working together to establish a national traceability system in Canada. An Industry-Government Advisory Committee



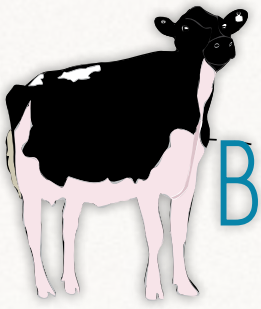
CANADIAN BREED STRATEGY

(IGAC) was established as an advisory body to lead the development and implementation of the National Agriculture and Food Traceability System (NAFTS). The IGAC is a forum for industry and governments to collaborate on traceability and is comprised of 22 industry members and another 15 representing federal, provincial and territorial (FPT) governments.

By 2015, Canadian Agri-Traceability Services (CATS) will become a client-focused sustainable traceability service provider to livestock and poultry. CATS will not be an administrator, but a centralized repository that will help administrators and sectors maintain and manage traceability data. CATS will provide governments and industry with relevant and reliable information to manage emergencies or sanitary issues. CATS will bring together the combined experience of the Canadian Cattle Identification Agency (CCIA) and Agri-Tracabilite Quebec (ATQ) to reduce costs and simplify data reporting. Dairy Farmers of Canada (DFC), the national administrator for the dairy traceability program, plans to implement a sustainable traceability program according to the Cattle Implementation Plan & the DFC's principles taking CATS framework into account. The duration of this project is expected to be July 2013 to March 2018.

The industry has failed at delivering national programs for youth that are geared towards breed improvement, genetics and innovative management tools. Few youth programs are focused on running profitable dairy operations and few convey issues about the entire dairy industry. Our ability to engage youth effectively about programs and services is increasingly difficult in today's technological world and attendance is decreasing.

The future viability of Canadian Holsteins is dependent on the next generation taking over from the current generation and keen young people having the opportunity to enter the industry. Currently it is not easy financially for young people to get started in the dairy industry. We need to ensure the successors of herds who currently participate in herd advancement programs know the value of such programs and teach those who do not currently benefit from these programs. The needs and demands of dairy operations into the future revolve around knowledge of technologies, innovation and progressive thinking. This mentality needs to be fostered effectively.



CANADIAN BREED STRATEGY

WAYS TO SUBMIT YOUR FEEDBACK ON THE CANADIAN BREED STRATEGY DOCUMENT

1. Print, complete, and mail the *Feedback Form* on Holstein Canada's website to:

   Holstein Canada
   Attn: Classification & Field Service Department
   PO Box 610
   Brantford, ON
   N3T 5R4

2. Print, complete, and fax the *Feedback Form* on Holstein Canada's website to *519-756-5878*

3. Complete the online survey available by clicking the following link:

   https://www.surveymonkey.com/s/CDNBreedStrategy

4. Email your comments, feedback, and suggestions to *breedstrategy@holstein.ca*

5. Call with your comments, feedback, and suggestions to *1-855-756-8300 ext. 265*