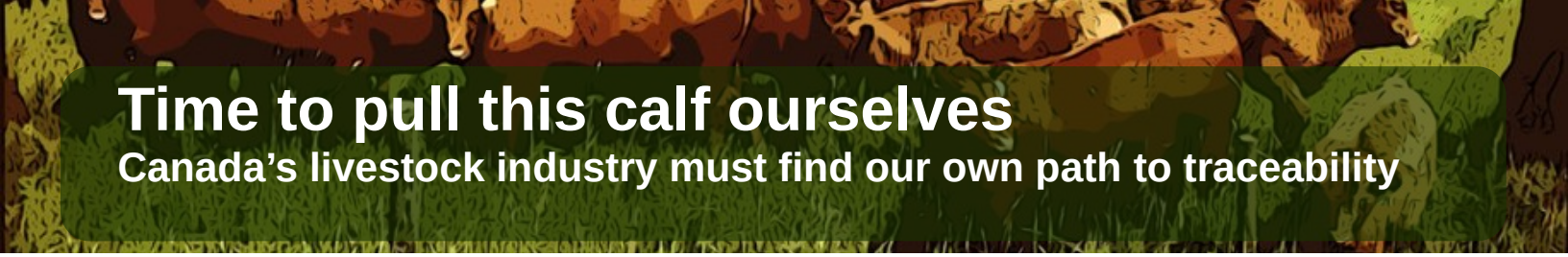

Time to pull this calf ourselves

Canada’s livestock industry must find our own path to traceability

Mother nature endures, with no regard to human preference or convenience.

Canada’s beef industry was brutally reminded of this in 2003 when what appeared to be a safe and affordable way to add protein to cattle feed led to the Canadian “BSE crisis” after a Canadian born animal was found with bovine spongiform encephalopathy (BSE) (“Mad Cow disease”). The result was 30 countries restricting imports of Canadian beef, and a catastrophic decade for Canada's ranching families.

Examination of Canada’s management of the BSE crises concluded in 2013 that changes to Canada’s livestock animal traceability system were necessary.

As of January 2025 these deficiencies remain outstanding.

The livestock animal health incident Canada was unprepared to manage in 2013 arrived in 2024 when an unidentified strain of bovine tuberculosis was discovered in Saskatchewan. Avian influenza A(H5N1) transmission in cattle will provide significant risks that Canada is unprepared to manage. And with our primary export customer ($5B) seeking any justification to hinder imports the economic impact of bovine TB, A(H5N1), or any other animal health event, could be billions.

The stakeholders in Canadian livestock animal production must urgently establish a new plan that resolves these deficiencies in our livestock animal traceability regime. This plan must be one that can be rapidly and affordably implemented within the political, financial, and technical realities of 2025.

Executive summary

- Deficiencies in Canada’s livestock traceability regime identified in 2013 remain unresolved in 2025.
- The primary reason; crises spur leadership attention and resource allocation, but absent crisis leadership, urgency, and resources wane.
- The necessary changes were understood in detail and held broad support in 2019.
- In progress investigation of a Canadian bovine tuberculosis outbreak is irrecoverably compromised because:
    - necessary cattle movement and location history has to be recalled retroactively, likely from memory
    - parties must overcome the desire to protect others, often family and neighbours, from inclusion in investigation that could lead to herd depopulation
    - there is no capacity to reveal oversights through correlation of animal movements provided by the farms(s) under investigation with reporting from independent parties not under investigation

- Future incidents involving livestock that impact human health:
  - cannot be prevented,
  - the timing cannot be determined,
  - will be highly dynamic, and
  - the impact can be catastrophic.

  Avian influenza A(H5N1) (also referenced as H5N1 Bird Flu) transmission to cattle is potentially such an incident and its arrival here is inevitable.
- The plan put in place in 2016 to address these deficiencies (specifically, application of regulatory penalty to secure complete and timely reporting of animal events and movement) has failed.
- Revelation that deficiencies in Canada's livestock traceability regime identified more than a decade ago remain unaddressed would result in:
  - Canada's retailers and food service providers losing confidence in the sale and promotion of beef because it cannot be completely assured that every animal implicated in an animal health incident can be located and investigated.
  - Economic loss to Canada's beef industry from:
    - Loss of consumer confidence in the safety of beef
    - Loss of access to export markets
  - Compromise of the social license for beef production
- All of the political, economic, industry, and technology factors considered when developing the 2016 plan are now obsolete.
- A new plan is urgently required that reflects that amendments to Part XV of the Health of Animals Regulations (Identification and Traceability) conceived in 2013, and drafted in 2023, are unlikely to ever be implemented.

A critical private/public partnership requires renewal.

Livestock animal identification, critical to ensuring human and animal health, was established in Canada in the 1940's to manage bovine brucellosis and tuberculosis, and was fundamental to recovery from a foot and mouth disease outbreak in Saskatchewan in 1952 .

Absence of crises breeds complacency.

Substantial reduction of bovine brucellosis eliminated incentive to sustain reliable animal identification. Canada's livestock identification system declined until it was no longer reliable. Recognizing the danger, in 1990 Canada's livestock industry stakeholders formed the National Advisory Board on Animal Identification.

The outcome was the Livestock Identification and Traceability Program (TRACE), launched in 2001. TRACE, initially, was a successful industry/government partnership with the federal agency responsible for food safety, the Canadian Food Inspection Agency (CFIA). The core of TRACE is the Canadian Livestock Tracking System (CLTS) which is the responsible administrator for regulation set by the CFIA, is managed by the Canadian Cattle Identification Agency, and is funded by the Canadian livestock industry,

Deficiencies identified in 2013 remain unresolved in 2025.

Investigation after the Canadian BSE crises determined Canada's livestock traceability system had contributed significantly to Canada's response to BSE, but changes were necessary to insure an effective and rapid response to future animal health incidents. In 2013, under Conservative Minister of Health Rona Ambrose, it was identified amendments to Part XV of the Health of Animals Regulations (Identification and Traceability) were necessary.

Currently, livestock traceability in Canada can identify which farm a livestock animal was born at. But movements of the animal, and hence potential contact with other animal(s) between birth to slaughter, are not reported. Many events are not reported, or reported significantly after the fact, which compromises the urgency and accuracy of any response to an animal health incident.

After six years delay, in 2019 the CFIA committed to publishing a draft of the necessary amendments in 2020. (Trace Newsletter 1)

Three years late, the draft amendments were published March 2023. At that time the CFIA committed to final amendments by end 2023.

The "What we Learned" from the consultation process, not the final amendments, were published February 2024. The CFIA committed to issuing the final version of the amendments by mid 2024.

Deficiencies identified in 2013 remain unaddressed in 2025.

As of the time of writing, March 2025, Liberal Minister of Health Mark Holland has, regrettably, yet to secure approval and publication of these amendments.

The repeated delays have rendered ineffective much work and advocacy by the CCIA, the Canadian Cattle Association (CCA), and others. The net effect is that as of Q1 2025 while the required systems are in place, only a fraction of the necessary reporting to the CLTS is occurring.

The Government of Alberta also contributed to this deficiency when it rescinded its age verification regulation.

Government of Alberta holds partial account-ability.

In response to the Canadian BSE Crisis, the Government of Alberta established it's own Age Verification regulation in 2009, mandating submission of calf birth dates to the CLTS. However relying on CFIA guidance in 2019 that the regulation amendments would be in place in 2020, under UCP Alberta Minister of Agriculture Devin Dreeshen this regulation was repealed in 2020.

Ranchers are the most pragmatic business people on the planet. While ranchers appreciate the necessity of livestock traceability they also understand human nature, and that it is challenging for a ranching family to find time for paperwork in a busy day. They have always understood that good intentions are insufficient; appropriate incentives are necessary if the CLTS is going to hold the current and accurate information necessary to ensure rapid and effective response to an animal health incident.

The required changes are broadly supported.

While there are isolated voices (as there are with any initiative) that object to this initiative the majority of livestock industry stakeholders understand the necessity to, and support, resolution of these deficiencies.

The challenge Canada was unprepared for in 2013 arrived in 2024.

Investigation of a 2024 Canadian Bovine TB incident is compromised.

In November 2024 testing of tissue collected from a six year old cow after slaughter identified evidence of bovine tuberculosis (bovine TB). The Canadian Livestock Traceability System (CLTS) was used to locate the farm of origin in Saskatchewan, and an investigation begun.

In February the Canadian Food Inspection Agency (CFIA) reported the investigation no longer is contained to the herd where the infected animal detected at slaughter originated.

From the 2025-02-25 CFIA Industry Notice "Saskatchewan cattle herd declared infected with bovine tuberculosis":

> *The Canadian Food Inspection Agency (CFIA) investigation and testing following a November 29, 2024, case of bovine tuberculosis (bovine TB) has detected the disease in the birth herd of the infected animal.*
>
> *There have been three additional confirmed cases in the animals tested to date. All animals over twelve months of age will be tested to determine the prevalence of the disease, and the entire herd will be humanely depopulated.*
>
> …
>
> *The three infected animals were not born in the herd currently being tested. The disease investigation and applicable movement controls will immediately include the source herds of the infected animals.*
>
> *The CFIA investigation will include:*
>
> - *the testing of herds that have been in contact with infected herd,*
> - *the tracing of animals that left the infected herd in the last 5 years and the testing of implicated herds as required,*
> - *the tracing of animals that provided animals to the infected herd in the last 5 years and the testing of implicated herds as required.*

Regrettably, **the CFIA can not reliably complete the plan of investigation they propose.**

With the 2013 deficiencies still outstanding there is no authoritative and independent record, reported at event occurrence, for the hopefully two (but potentially more) herds now involved in this investigation, as to whether:

- cattle from a herd under investigation were ever sent to, or received by, another herd
- other animals were ever transported with cattle from the herd
- cattle from the herd ever participated in a livestock exhibition or show
- cattle from the herd ever attended a veterinarian clinic
- cattle in the herd were ever located in leased pasture, potentially at significant distance from the farm of origin, where there was potential exposure to cattle in adjacent pastures

This investigation is now irrecoverably compromised because:

- cattle movement and location history has to be recalled retroactively, likely from memory
- parties must overcome the, innately human, desire to protect others, often family and neighbours, from inclusion in an investigation that could result in herd depopulation
- there is no capacity to discover oversights by correlating animal movements provided by the farms(s) under investigation with those reported by independent parties not under investigation

Impacts of the compromised investigation include:

- The only possible outcome is best effort, not assurance, that every Bovine TB infected animal has been culled from the national herd. Assurance that products sourced from bovine TB infected animals do not enter the food system is solely dependent on testing during animal processing, such as detected the original infection.
- Canada is unable to prove to to our export customers that every Canadian cow with bovine TB has been, or can be, found and addressed. **This is unacceptable while our major export customer, the US, actively seeks any justification to constrain Canadian imports.**

Bird flu in livestock will inevitably come to Canada.

Avian influenza A(H5N1) (also referenced as H5N1 Bird Flu) is the challenge Canada knew it could not properly address in 2013, and remains unable to manage in 2025.

The state of California declared a state of emergency to manage A(H5N1) in dairy cattle. Probable transmission of A(H5N1) from cattle to humans has occurred. Human deaths from A(H5N1) have occurred. Genome sequencing of milk from Nevada has identified a new strain of bird flu, D1.1, in dairy cows for the first time. While the full nature and impact of A(H5N1) is not yet clear, it is inevitable it will come to Canada.

The risk of Avian flu, highlighting the concerns that come with its transmission to cattle, was documented in the Globe and Mail item “Avian flu 'would dwarf the COVID pandemic in terms of impact' researcher says”.

Livestock animal health incidents are inevitable, unpredictable, and impactful.

Another incident similar to BSE will occur.

The prion that will cause the next major livestock issue similar to BSE exists and could transfer to cattle at any time, and could be communicable among cattle next time. BSE continues to have economic impact through atypical emergence. Increasing presence of Chronic Wasting Disease (CWD) in wild deer increases the potential for reintroduction of prion initiated disease to domestic livestock.

And while Canada was declared free of bovine brucellosis in 1985, risk of reinfection from wildlife remains, and is increasing in likelihood because of growing wild Elk populations. A foot and mouth outbreak in Germany is currently imposing restrictions in Canadian livestock operations.

Complete product recalls cannot be assured.

We cannot expect Canada’s food retailers and food service providers to indefinitely continue to tolerate uncertainty as to whether a portion of meat in their cooler was involved in a livestock heath incident, and could not not be reliably included or excluded from a food safety recall necessitated by a livestock health incident. Livestock source products are at competitive disadvantage when they

cannot offer the detailed, complete, and reliable traceability that consumers have come to expect from most other products.

Mental health impact to ranchers are devastating.

When resolution of a livestock animal health incident requires depopulation of a herd, the mental health impact on the ranching families and veterinarians involved is devastating.

These impacts are documented in the report, "Livestock Epidemics & Depopulation: The Mental Health Impact on Agricultural Producers and Veterinarians", prepared for agwell Alberta by the Alberta Centre for Sustainable Rural Communities.

Accurate, current, and independently asserted traceability is the only preventative measure against depopulation events available to livestock producers, and ensures urgent and accurate dispatch of the diagnostic and precautionary intervention necessary to constrain epidemics to as few ranches as possible.

Canadian beef exports to US are at risk.

Canada is abusing the patience and trust of the customers for our $5.0B in beef exports. The economic damage will be huge if (likely when, given the current bovine TB incident, and A(H5N1)) it emerges that Canada's capacity to respond to a livestock health incident is compromised because reforms identified a decade ago remain unimplemented.

Eliminating the known deficiency in Canada's livestock traceability system is critical while our primary customer, the US, seeks opportunity to burden or curtail Canadian beef imports.

It is critical Canada can assert reliability of our livestock animal traceability comparable to that being established by US initiatives to expand and reform livestock traceability, and the new US requirements for EID (RFID ear tags) for inter-state transfer of cattle and bison.

RBC Though Leadershp confirms our strategy.

The importance of unimpeachable food safety in securing and sustaining export market access was highlighted by RBC Thought Leadership in the report "Food first: How agriculture can lead a new era for Canadian exports".

The section "Five keys to unlocking Canada's export potential", item 5, "Global marketing", of the report includes the following recommendation:

> *(G)aining market share requires robust inspection and control services that ensure food safety and agriculture production's protection against new diseases and pests. Canada has a strong reputation, but also must come to grips with a dilemma: even though we allocate 40% of that agriculture support services budget to inspection and control, we still face market access issues and duplicative inspections. One approach would be to pick the top five products for export potential and develop priority market assessments, such as Europe for seafood.* ***Pooling public-private resources, the federal government could work with industry associations, companies, and provinces in region-specific, agile taskforces to promote exports and inform regulatory bodies on what's needed to support growth.*** *(emphasis ours)*

This recommendation from an authoritative Canadian business leader validates the proposition for, and exactly mirrors the actions advocated by, this discussion paper.

Livestock traceability is a key component of pandemic prepared-ness.

While domesticated livestock were not the origin of COVID-19, they do present circumstances that facilitate animal to human virus transmission; extensive human and animal proximity, and consumption of derived products. Similar consequences, while low probability, are possible.

This risk was explored in the Globe and Mail item "Avian flu 'would dwarf the COVID pandemic in terms of impact' researcher says".

US private initiative will eliminate Canada's traceability competitive advantage.

Canada has long held, and still holds, advantage over the US in livestock traceability and food safety assurance. But the March 2025 Drovers article "Smart Partnership Strengthens Disease Traceability" announced that:

> *U.S. CattleTrace and Where Food Comes From join forces to unify and support a voluntary traceability strategy and safeguard the beef supply chain in the event of an outbreak.*

This US private sector initiative offers compelling advantages over our current Canadian approach that Canada should evaluate.

U.S. CattleTrace is "a voluntary, producer-driven, private-industry, confidential traceability system designed to provide rapid contact tracing". It is the US equivalent of the CCIA.

Where Food Comes From is "an independent, third-party food verification company". It is roughly equivalent to Canada's TheoryMesh.

Also part of this partnership is IMI Global, a division of Where Food Comes From, who provide third-party verification that ranchers, growers, feeders and finishers comply with export or private brand requirements. It is similar, though broader in scope, to programs like Canada's VBP+.

This US partnership will secure universal US beef industry traceability participation through the positive incentive of additional producer revenue growth from:

1. product value add from practice certification, and
2. expanded market access

rather than financial penalty for non-compliance with expanded regulation, the proposed punitive Canadian approach to securing universal participation

This US partnership mirrors the startegy being advocated for in this paper.

US approach will be less costly and more productive.

The other advantage this partnership provides to US producers is a far less burdensome, one window, process.

In Canada independent private, federal, and provincial bodies (CRSB, VBP, CFIA, CCIA, LIS, etc.) each independently define and assign uncoordinated reporting requirements (traceability, AMR management, practice certification, proof of ownership, transport manifests, sustainability, environmental impact, GHG mitigation, etc.), many of them still paper based. Unnecessarily redundant and burdensome data collection and transcription adds cost and constrains participation in all these programs, and could be easily and affordably consolidated.

Necessary digital infrastructure would enable practical and effective AMR management.

The infrastructure and incentive mechanisms required to realize effective traceability would also enable practical and effective antimicrobial resistance (AMR) management in livestock production.

Affordable and practical digital tools integrated into ranch operations would make it viable to collect and report symptom and dose for every antibiotic administration. Alberta's administratively burdensome, and trade restricting, Vet Client Patient Relationship (VCPR) based AMR management system could be replaced with machine learning based systems that comprehensively monitor antimicrobial administration in real time, enabling resources to be dispatched on an exception basis and applied to high value investigation work rather than consumed with nonproductive, and non-assured, monitoring of normative state. Removing the burden of AMR management from veterinarians would restore rancher choice of supplier for their antimicrobial requirements.

The expected path to resolving deficiencies in Canadian livestock traceability is now closed. A new plan is required.

In Q2 2025 Canada stasis in our federal government continues. And past that, likely a Conservative government whose priority will be to eliminate regulation, not adding more. If the outcome is another Liberal government, the PM in waiting has pledged "to slash red tape", making additional regulation of any form unlikely in any scenario.

The proposed amendments to the Health of Animals Regulations will never be implemented.

Our scan and analysis in Q1 2025 has lead us to the conclusion that the amendments to Part XV of the Health of Animals Regulations (Identification and Traceability) conceived in 2013, and drafted in 2023, will **never** be implemented in any timeline relevant to mitigating the active and critical risks identified in this paper.

The entire Canadian livestock industry, Flokk Systems included, have for a decade made plans and investments based on public and authoritative information that regulatory and punitive measures would be used to resolve deficiencies in Canadian livestock traceability. There is no value incurring any further investment or delay under any assumption that the the 2016 plan will ever be realized.

History repeats itself.

Canada has regressed to where we were in 1990 when the National Advisory Board on Animal Identification was established. Absence of crisis prior to 2024 resulted in insufficient attention and resources to Canadian livestock traceability. The current Canadian livestock traceability system is leaving necessary mitigation of risks to human and animal health, and economic loss, unrealized, while also failing to provide the capacities, productivity, and cost and labour efficiency, current technology could provide.

Canada has the opportunity to address the traceability challenges of 2013 with the solutions of 2025.

The characteristics of the necessary solution:

1. Resolve the deficiencies identified in 2013:
    - broaden the scope of activities and animals subject to traceability
    - report all domestic movement of animals
    - report movement or death of animals within seven days
    - formalize the information required to accompany a load of animals and/or carcasses being transported

    - provide the premises identification number for the location where tags are applied
    - provide the premises identification number for destinations outside the farm of origin
2. Industry led, not government led.
3. Secure full industry participation without application of penalties
4. Full implementation by end 2026.
5. Apply technology innovations emerging since 2013 that:
    1. Reduce cost
    2. Accelerate implementation
    3. Provide more capability at current, or less, cost

An incentive other than fines has to be found.

With the application of penalties (the draft regulations would have established financial penalty for not submitting traceability events) unavailable, other means will have to be found to secure the collection and submission of traceability events at low cost and with minimal disruption.

Flokk Systems Inc. offers such a solution for cow/calf ranches. We have a field proven solution that eliminates incremental effort for ranchers to ensure traceability over that required to maintain their inventory records.

Flokk also resolves the concerns agricultural exhibitions and fairs hold with the cost and effort of reporting livestock arrival and departure. Flokk sees a mutually beneficial opportunity supporting livestock fairs and exhibitions being industry leaders in livestock traceability.

Canadian innovators are ready to contribute.

Other Canadian and global innovators like MyLivestock.ca, TheoryMesh, and Smart Paddock are ready to provide components of a revitalized Canadian livestock animal traceability system.

Traceability reporting integral with affordable and simple to use tools that improve animal performance, and secures financial incentives from sustainable practice certification and sale of carbon offsets, is a path to reliable traceability event reporting in the absence of penalties.

Bypass the stalled 2013 solution and pursue a 2030 solution.

The opportunity to use modern automation, and specifically machine learning, in the management of livestock health and sustainability is not being even investigated, let alone implemented. This is primarily because much of the industry is paper based, (75% of cow/calf ranches manage their herd entirely with pen and paper) so the digital data to necessary to train the models is unavailable. Flokk resolves this by making comprehensive, accurate, and immutable digital data collection from the animal's side simple and affordable.

There is a "moon shot" opportunity for Canada, and Alberta specifically, to entirely revisit the livestock health management space, deploy an innovate solution to current traceability challenges, and in process create companies uniquely positioned to dominate the multi-billion dollar global opportunity in precision ranching solutions.

Alberta has in-progress and funded initiatives that make this an affordable and shovel ready opportunity. The Alberta Digitalization Agriculture Program of The Simpson Centre holds much of the necessary foundational expertise. The Alberta Machine Intelligence Institute(AMII) offers rapidly deploy able and affordable technical consultation capacity.

Opportunities to apply machine learning solutions to livestock include:

1. **Animal health incident detection.**

   Real time, comprehensive, and geographic analysis of animal loss, indicators, interventions, and behaviours would identify potential animal health incidents earlier, and without the bias inherent in current systems that rely on self reporting.

2. **Antibiotic resistance management**

   Complete reporting of indicators, and administration, of antibiotics would enable automated monitoring and intervention by exception, rather than the current Vet Client Patient Relationship (VCPR) based approach which imposes valueless administrative burden on every stakeholder and restricts ranchers choice in their choice antibiotics provider.

3. **Low cost, collaborative, outcome focused, assertion of slaughter and cutting safety.**

   Emergent diagnostic tools enable direct and reliable assertion of food safety by the carcass processor themselves. Taken to market affordably enough that they can be acquired and used by small processors, and combined with ML systems that assure these diagnostics are being applied continuously and appropriately, and which can dispatch investigative resources only as required on detection of exception, removes the cost burden of continuous, and valueless, assertion of normative state, and hence the primary incentive for operating unlicensed animal processing facilities.

4. **Assertion of animal ownership without physical alteration**

   While employed less now than in past, when necessary branding of livestock animals continues to be relied upon as authoritative proof of animal ownership because an animal brand is unalterable, irrevocable and irremovable, and brands are authoritatively and centrally registered.

   These requirements could be replaced by a system that uses machine learning to validate the provenance of an animals RFID traceability ear tag against observed possession and location. Further, a machine learning system could analyze all animal movements and identify by exception where investigation or intervention is necessary, eliminating the necessity for livestock transport manifests.

Beef industry's youth will lead the solution.

Young leaders of the Canadian beef industry will be key to defining and implementing the necessary solutions. They understand the value of the industry's social license, hold the necessary technical skills, and are keen to lead industry innovation. And they will be the party harmed most when the next incident on the scale of the Canadian BSE Crisis occurs. The industry's youth must be solicited for innovative solutions, and resourced to lead the urgent implementation required.

An institution that can assert, and reward, producer practice did not exist in 2013, but does exist in 2025.

An institution unavailable in 2013 and a prototype, if not the provider, of a solution lies in the Canadian Roundtable for Sustainable Beef (CRSB) and it's CRSB sustainable beef practice certification.

A blunt instrument to resolve the traceability deficiencies would be Canadian retailers and food service providers unilaterally and universally demanding CRSB certified (e.g. Verified Beef Plus (VBP+)) production. Full traceability participation is necessary to secure and retain CRSB certification.

This is likely neither practical nor affordable given the urgent need for a solution, and would be destructively coercive to the broader objectives of CRSB.

But the required capacities lie with CRSB; assertion of application of practice, and a capacity to administer incentives. A "CRSB lite" should be explored where CRSB asserts only compliance with traceability requirements.

While CRSB may not be the party to implement and operate the solution its fundamental purpose; securing industry collaboration and discussion towards finding solutions of mutual benefit make it the ideal venue to lead the investigation.

Livestock feeders demand traceability and desire information.

Livestock feeders understand their vulnerability when traceability submissions for animals in their feedlot is incomplete. They see value in receiving complete and accurate records of every intervention applied to an animal before it arrived at the feedlot. Livestock feeders should be engaged to explore if there is a way to translate preference into incentive.

Government retains accountability and a role.

It is worth considering that while the incoming federal government will not look to regulation for solutions it will look favourably at, and could be a source of support for, industry collaboration with entrepreneurs.

The Government of Alberta will play a role. The largest share, 43%, of Canada's cattle are located in Alberta, including the majority of feeder cattle. The Alberta Ministry of Agriculture and Irrigation (AAI) funded the The Alberta Digitalization Agriculture Program, which could provide valuable analysis capacities.

A prototype for this form of collaboration is the "Building resiliency for Alberta beef farms" program, a collaboration of AAI and the Federal Department of Agriculture and Agri-Food that provides Alberta Beef Producers with $1.9 million for adoption of VBP+.

Canadian beef innovators and entrepreneurs created livestock identification in 1940, and will create the traceability and sustainability systems the industry needs for 2040.

We launched Flokk Systems five years ago because we saw opportunity helping Canada's 60,000 ranching families contribute to Canadian livestock traceability without onerous paperwork or unnecessary cost.

In the process of building and validating Flokk we:

- engaged thousands of ranchers,
- learned how to collect events digitally at the animal side without disrupting operations,
- built extensive industry relationships, and
- actively participated in industry events and organizations, including CRSB.

We are keen to share what we have learned, and participate in the discussions necessary, to secure a Canadian livestock traceability system that resolves the issues of 2013 and positions the industry for 2040.

Flokk is prepared to lead solution discovery.

Our plan:

- Leverage Flokk's membership in CRSB to encourage CRSB engagement in this challenge and its solution.
- Engage the CCIA with our perspective, and explore collaboration to build a new go-forward plan.
- Engage the Flokk community in the issue, our perspective, and our plans.
- Leverage our founders and investors to engage, based on our best information, the incoming federal Minister of Agriculture.
- Engage Canadian Cattle Young Leaders, Canadian Cattle Youth Council, and other industry youth organizations.
- Share our perspective with industry leaders and seek their engagement.
- Re-engage the Alberta Department of Agriculture and Irrigation on the topic of livestock traceability.
- Leverage our participation in the Alberta Digitalization Agriculture Program to engage their resources.
- Once industry and government engagement is complete and responses evaluated, evaluate whether there is value in social media and mass media engagement.

We are keen to hear from, and work with, any party wishing to contribute to this work.

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