

# CCFA

## Strategy

2025 - 2028



Photo: Leopold Maitre



# Contents

Plan Overview / Summary.....3

Developing the Plan.....3

What we aspire to.....4

What makes us special.....5

Organizational Profile.....6

Our Team.....7

Board Members.....7

Executive Team.....10

Our Focus / Current Environment.....12

Legislation.....14

Strategic Objectives.....16

How You Can Help.....18

How We Will Monitor and Refine.....18

# Plan Overview / Summary

## OVERVIEW

The Canadian Coalition for Farm Animals (CCFA) has established this strategic plan for 2025–2028 to ensure our mission is carried out effectively and sustainably. The plan is a realistic one in that the results can be achieved in a three-year timeframe given our financial and personnel resources.

Our plan's key priorities are:

1. Raise public awareness of the unacceptable conditions in which farmed animals are raised, transported, and slaughtered
2. Give our volunteers more responsibility in taking the lead on campaigns
3. Encourage donations — although volunteers do much of the work, our campaigns do incur some costs, such as advertising, creating petitions, and engaging specialists with particular technical skills (e.g. web developers); in addition, while all donations are gratefully welcomed, where possible we would like to encourage recurring donations to ensure greater revenue and operational predictability

With these priorities in mind, our plan outlines:

- Our vision, mission, and values
- What makes us special
- Our history and team
- Canada's current agricultural and legislative environment
- Our strategic objectives
- Ways to help CCFA

We are extremely grateful to our loyal supporters and donors for their interest in CCFA and their passion for helping farmed animals live better lives.

We will continue to work with them to make that happen.

## Developing the Plan

Our Strategic Plan was developed by the Board of Directors, a CCFA Member, and a facilitator with expertise in strategic planning. In establishing our objectives and supporting strategies, consideration was given to our goal, overall mission statement, and our strengths and weaknesses. We also conducted environmental research on the current state of farming in Canada, as well as current legislation, what other animal protection organizations are doing, and the politics of farm animal welfare.

# What we aspire to, how we fulfill our purpose and the core principles that guide us

## VISION

A world in which farmed animals are treated humanely at all stages of life.

## MISSION

The Canadian Coalition for Farm Animals (CCFA) is dedicated to promoting the welfare of animals raised for food in Canada through public education, legislative change, and the promotion of critical reflection on food choices.

## VALUES

**At all stages of life:** Farmed animals are entitled at all stages of life to be treated in a manner that minimizes fear, pain, and suffering.

**Compassion:** CCFA places the pursuit of compassionate care of farmed animals at the centre of all our programs.

**Science:** CCFA is guided by evidence-based science.

**Education:** CCFA believes that a public informed about the poor conditions in which farmed animals are kept can be mobilized to demand that producers, transporters, slaughterers, processors, retailers, and government ensure the humane treatment of farmed animals.

**Consumer Choice:** The planet and the people living on it are healthier when fewer animals are raised and consumed.

**Collaboration:** CCFA works with like-minded individuals and organizations to promote the humane treatment of farmed animals.

**Fiscal Responsibility:** CCFA operates in a fiscally prudent manner. The organization is conscientious about from whom it accepts donations so as to avoid any actual or perceived conflict of interest.

# What makes us special

- CCFA is a **Canadian** charity that focuses solely on improving the lives of animals raised for food.
- Supporters are from almost every jurisdiction in Canada.
- CCFA sometimes takes on issues that are not the focus of other animal protection organizations.
- The Board of Directors, executive, contractors and volunteers are long-time advocates for animals.
- CCFA can make decisions quickly and pivot to a different approach if one is not working.
- All communication, websites, and printed material are in French and English.



# Organizational Profile

## HISTORY

- 2002 The idea of an organization devoted to the welfare of farmed animals was conceived by Stephanie Brown, Debra Probert, and John Youngman.
- 2005 Canadian Coalition for Farm Animals/Coalition Canadienne pour la Protection des Animaux de Ferme (CCFA/CCPAF) was registered as a Canadian non-profit organization
- 2005 – 2013 The three issues of focus when CCFA started were battery cages, gestation crates and long-distance transportation.
- 2014 CCFA was instrumental in the National Farm Animal Care Council's (NFACC) Code of Practice that no new housing for pregnant sows should include gestation crates, all crates were to be phased out by 2024
- 2016 CCFA took on the issue of `animal deaths in barn fires with a considerable reduction in barn fires
- 2017 NFACC directive bans new battery cages for laying hens, complete phase-out by 2036
- 2019 Farm Animal transportation regulations were improved due to a concerted effort by CCFA and other animal protection organizations
- 2022 new humanefood.ca website
- 2023 CCFA/CCPAF became a registered charity
- 2023 – 2025 Activities focused on efforts to stop forced feeding for production of foie gras, and influence corporate policy for improved welfare for chickens raised for meat, and improve laws for farmed animals.
- Undertook organization's first strategic planning process resulting in this Strategic Plan for 2025-2028

# **Our Team**

## **Board Members**

**Edana Brown**



A board member of CCFA since 2012, Edana's current role as Chair involves providing advisory and communications support for initiatives ranging from strategic planning to campaign development. A copywriter by trade, she lives with her two kids, chihuahua Cooper, and black cat Jake in Hamilton, Ontario.

**Vicki Fecteau**



Vicki is a retired engineer (BESc., P.Eng.) who spent most of her career with IBM Canada. After retirement she took on a new career – volunteering – that gave her the same satisfaction as her job with IBM. She now devotes all her time to farm animal welfare as President of CCFA. She and her husband live in midtown Toronto with their two cats, Sophie and Oliver.

**Tony Weis**



Tony Weis is a Professor in Geography at Western University.

He is the author of *The Ecological Hoofprint: The Global Burden of Industrial Livestock* (2013) and *The Global Food Economy: The Battle for the Future of Farming* (2007).

His research is broadly located in the field of political ecology, with a focus on agriculture and food systems, and he teaches courses on climate change, animal geographies, biodiversity conservation, and global agriculture.

## Adrienne George



Adrienne resides in the Niagara Region of Ontario and is currently Global Marketing Director with Animal Save Movement (ASM) and the Plant Based Treaty campaign. Adrienne is also Co-Organizer for Toronto Pig Save, Regional Liaison for ASM chapters in North America and a Board Member for Burlington Vegfest and VegTO. With a college diploma in Marketing and Promotions, as well as a degree in History from Brock University, Adrienne branched out into a 20-year Marketing & Special Events career with companies such as Warner Music Canada and Tim Hortons.

## Geraldine Lindley



Geraldine holds a Master of Laws from the London School of Economics and Political Science, and B.Sc. and LL.B. degrees from the University of New Brunswick. After university, she took her first job in Toronto where she still resides. She applied biology and law degrees to her professional career and to volunteering. Recently retired, her enthusiasm for animal welfare also reflects her background in science, law and ethics.

## Executive Team

**President: Vicki Fecteau**



**Vice president: Patricia MacInnes**



As well as being a Board member, Vicki is President and Chief Executive Officer of CCFA/CCPAF. This means she carries full responsibility of the organization—a role she approaches with deep commitment and humility, recognizing the trust placed in her.

Originally from Nova Scotia, Patricia has made Ontario her home for over 25 years and currently resides in the Southern Georgian Bay area. She pursued post-secondary education in business at both college and university before building an extensive career in business development, branding, licensing, and sales management. Today, she serves as a Design Centre Manager in the land development industry.

Deeply passionate about animal welfare, Patricia looks forward to continuing her advocacy and bringing her expertise, insight, and dedication to CCFA.

**Secretary: Sue Kralik**



**Treasurer: Christine Bernier**



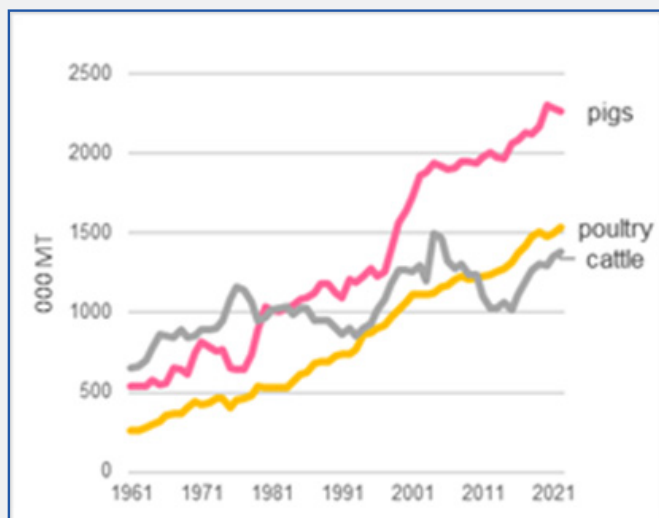
Since retiring as a school principal, Sue Kralik has been active as a facilitator of workshops in the Academy for Lifelong Learning, Toronto, where she served as President in the 2020-2021 academic year. In addition to participation in learning organizations, including Living and Learning in Retirement, which features weekly lectures at the Glendon Campus of York University, Sue is the recording secretary for CCFA. Sue is a member of Pax Christi, an international peace organization, and is keenly interested in and committed to social justice issues and activism.

Christine received her Honours Bachelor of Arts, Philosophy Specialist with a focus on ethics from the University of Toronto. She has been a long-time animal lover and farm animal advocate since hearing a disturbing fact about the dairy industry as a teenager. After working as a personal trainer for many years, she now does administrative work for CCFA. Christine lives in Stouffville, Ontario, with her husband and two daughters.

## Our Focus / Current Environment

This section provides a brief overview of the current agricultural and legislative environment in Canada as a context for our work.

### AGRICULTURE



#### Primary sources of meat production in Canada by volume, 1961-2022

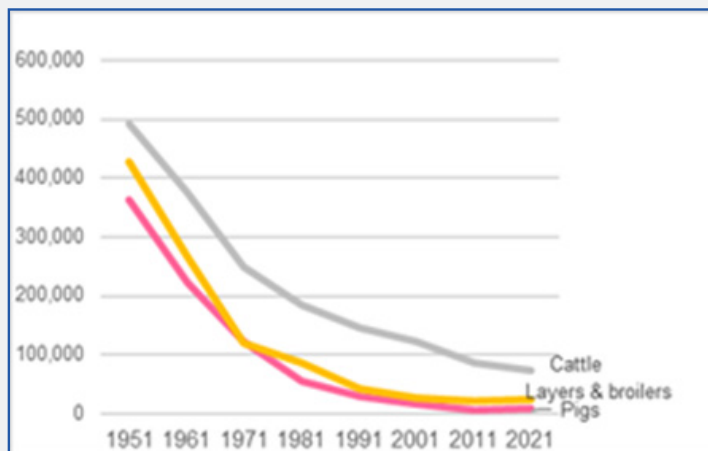
Source FAOSTATS (2025)

(44%) and poultry birds (30%), and pig meat accounts for roughly 60% of Canada's total meat exports.

Canada ranks among the world's largest producers and consumers of animal foods on a per capita basis. The average Canadian consumes nearly 100 kg/year of meat — more than double the world average of 45 kg/year — and Canada consistently runs a net trade surplus in meat.

**From 1961 to 2023, the total annual volume of meat produced in Canada nearly quadrupled**, and the nature of this growth has been largely in line with global patterns, with pigs and poultry accounting for nearly all of the increased volume since the 1970s. In 2023, nearly three-quarters of all meat production in Canada was from pigs

**In 2023, there were 855 million farmed animals killed for food in Canada**, over 800 million of which were chickens. This amounts to roughly 21 farmed animals raised and killed for food every year for every



Canadian person. The total population of farmed animals killed for food has risen by more than a factor of 5 since 1960.

The dramatic increases in the volume of production and the populations of farmed animals in Canada is occurring on **vastly fewer and larger operations**.

**Number of Canadian operations producing major livestock species, 1951-2021** Source: Statistics Canada

Just a few generations ago, most Canadian farms had relatively small populations of multiple livestock species. According to Canada's 1951 Census of Agriculture, cattle were raised on 493,321 farms (79% of all farms), pig were raised on 364,068 farms (58%), and chickens were raised on 427,317 farms (69%), either for eggs or flesh or both.

According to Canada's 2021 Census of Agriculture, pigs were raised on a mere 7,423 operations (a seven-fold decline since the mid-1970s) and chickens were raised on fewer than 25,000 operations (7,505 with broiler chickens and 18,536 with layer hens).

The dramatic decline in the number of operations together with the large increases in the total volume of production obviously means that a typical livestock operation in Canada contains vastly larger animal populations than was the case just a few decades ago.

Today, the **average Canadian pig farm has nearly 2,000 animals** – a roughly 20-fold increase since the mid-1970s. As a Statistics Canada report put it, “the Canadian hog industry has changed greatly...from an industry with a very large number of mixed farms, each possessing only a few pigs, to one with fewer large and highly specialized farms.” There has also been a considerable acceleration in ‘turnover time’ of pigs (in other words, there has been a significant reduction in the time from birth to slaughter).



The **average Canadian broiler operation now raises nearly 14,400 birds at a time** (and turns over this ‘inventory’ many times a year), and the average layer operation has over 1300 hens at a time (layer flocks typically live between 1 and 2 years). The reproduction of Canada's entire layer hen and broiler chicken populations occurs at less than 2000 breeding sites.

Photo: CCFA Pia Sarker

**A large share of Canadian beef cattle is started on pasture and fattened on feedlots** where they are fed corn-heavy diets. The population of dairy cows has fallen dramatically (by roughly two-thirds since 1961), but individual cows produce vastly more milk and are increasingly spending much of their lives in indoor enclosures. Although there has been considerable consolidation in Canadian beef and dairy production, it is not nearly as extreme as with pigs and poultry.

Given that farmed animals are produced in much fewer and much larger industrial operations, which are increasingly hidden from view, very few Canadians ever encounter the livestock species whose products they consume, and it is safe to assume that most take abundant and relatively cheap supplies of meat, eggs, and milk for granted and give little thought to the conditions in which these animals live.

#### SOURCES:

Food and Agriculture Organization Statistics Division (FAOSTAT) (2025): Production and Resource STAT Calculators.  
Statistics Canada (2022): 2021 Census of Agriculture.

# Legislation

Legislation in Canada related to farm animal protection is generally considered weak:



Photo: Getty images

- No specific federal law is aimed at regulating and ensuring the humane treatment of farmed animals on the farm.
- The **Health of Animals Act** and the **Meat Inspection Act** regulate transport and slaughter — they are more about food safety and disease than welfare.

- **Codes of Practice**, under the National Farm Animal Care Council (NFACC), outline standards for care, but:
  - They are not laws, but are adopted on a voluntary basis.
  - They are developed with input from industry, which limits how progressive they are.

- **The provinces also have their own legislation**, but it applies generally to animal cruelty, often exempting the treatment of farmed animals where such treatment is considered standard in the industry.



Photo: CCFA Pia Sarker

## FEDERAL LEGISLATION

The **Criminal Code**, ss. 445 and 445.1, prohibits the causing of “unnecessary pain, suffering or injury” to an animal or the killing, maiming, wounding, poisoning or injuring” of an animal without lawful excuse. While this technically includes farmed animals, courts often do not convict if the alleged abuse happens within the bounds of generally accepted practices of animal management in farming — e.g.: tail docking, dehorning, thumping of piglets, etc.

The **Health of Animals Act** and **Meat Inspection Act** regulate the transportation of animals and the slaughter of animals in federally-regulated slaughterhouses.



Photo: CCFA Pia Sarker

## PROVINCIAL LEGISLATION

**Provincial animal cruelty legislation applies generally to all animals in the province and does not specifically regulate the treatment of farmed animals.** These laws sometimes exempt acts of cruelty if the acts can be considered “generally accepted practices” in the treatment of farmed animals.

## POLITICS

While some parties advocate more for legislative reform than others, the political environment in Canada is generally unfavourable where animal welfare is concerned, and is often influenced by industry lobbying.

It is part of our goal to make genuine welfare-driven change a greater priority for policy-makers.

# Strategic Objectives

## Objective A: Engage Canadians in Improving the Lives of Farmed Animals

**Strategy #1: Raise public awareness of the disparity between best practices for animal agriculture and current practices in Canada, and inspire citizens to support change**

### IMPLEMENTATION:

**Develop campaigns responding to current animal husbandry practices:** CCFA will research 'generally accepted' practices in Canada and compare them with the most progressive practices globally. Awareness campaigns will be developed around those practices that cause the most suffering, and we will share information on the power of humane food choices.

To maximize public engagement, communication will include:

- Print media such as posters, ads, and letters to the editor
- Expanded messaging across social media
- Related podcasts

To support this work, CCFA will seek to collaborate with farmers and other groups that are working constructively to improve the lives of farmed animals in Canada.

**Strategy #2: Empower members of the public by providing them with a toolkit that inspires them to take action for positive change.**

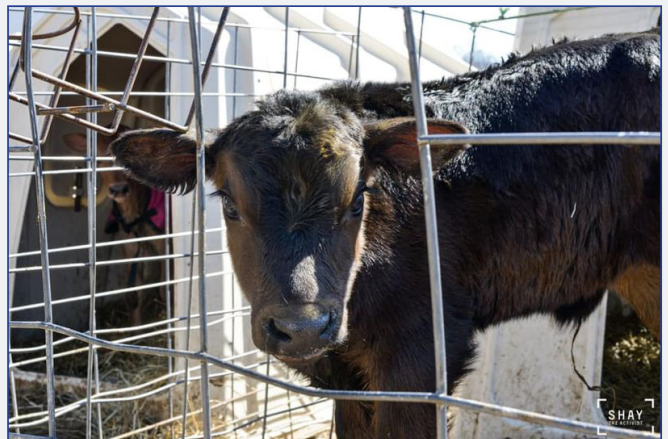


Photo: CCFA Shay Lee

### IMPLEMENTATION:

**Equip the public:** CCFA will create tools to help the public take action to:

- Improve the lives of farmed animals in Canada
- Increase the availability of humane food choices

More specifically, these tools could help the public engage with their elected representatives; distribute fact sheets to promote advocacy; and sign petitions.

## Objective B: Activate Grassroots Support:

**Strategy #1: Enlist CCFA volunteers, equipping them with localized toolkits, to engage the public in supporting positive change for farmed animals .**

**Strategy #2: Leverage public support and work with partners to approach legislators and industry players to influence change.**

### IMPLEMENTATION:

**Leverage local knowledge:** Anchor provincial campaigns in local cultural, political, and economic realities to increase resonance and impact.

**Maintain centralized coordination with regional input:** Under clear direction from the national team, have provincial teams contribute local insight to shape campaigns that align with a unified national strategy.



Photo: CCFA Pia Sarker

**Invest in leadership development and relationship-building:** Cultivate grassroots leadership and organizational partnerships through training, mentorship, and collaboration.

**Adopt a campaign-driven organizing model:** Develop issue-based campaigns that activate supporters, build public pressure, and enhance CCFA's credibility across provinces.

## Objective C: Grow Organizational Capacity

### Strategy #1: Increase recurring donations to allow better planning and budgeting

#### IMPLEMENTATION:

**Promote and explain the benefits of recurring donations:** Fundraising (direct mail, social media, newsletters, the website) will make recurring donations the first choice while still offering other ways to donate. The value to a charity of having a predictable and steady income stream cannot be overstated; it allows for better planning and lowers the expense associated with acquiring new donors. For donors, recurring donations offer convenience and flexibility. These messages will be emphasized in our communications.

**Strategy #2: Establish a cadre of CCFA volunteers in all regions of Canada who are familiar with the political and legal environment with respect to the treatment of farmed animals and who can be called upon to participate in actions and campaigns.**

#### IMPLEMENTATION:



Photo: foiegras ducks

**Establish regional hubs of legislative knowledge:** CCFA will build on existing relationships and foster new connections in order to establish regional hubs of knowledge and expertise regarding the laws governing the treatment of farmed animals. These local contacts will familiarize themselves with the farmed animal industry in their regions. A committee will be established to engage and direct volunteers.

**Strategy #3: Maintain effective administration.**

#### IMPLEMENTATION:

CCFA will continue to manage its assets prudently and efficiently. Volunteers and other supporters will be called upon for focused and effective campaign activity.

## How You Can Help

### VOLUNTEER:

If you would like to volunteer for CCFA, we'd love to hear from you! Please email us at [info@humanefood.ca](mailto:info@humanefood.ca) or call 416-893-6108.

Donate:

Online: At [canadahelps.org](https://canadahelps.org) or [humanefood.ca](https://humanefood.ca)

E-transfer: [info@humanefood.ca](mailto:info@humanefood.ca) (no security question or answer required)

By cheque: Please make it payable to CCFA.

By telephone: 416-893-6108

Shop:

You can also support us by purchasing a CCFA t-shirt or tote bag!

[Visit our online store.](#)

## How We Will Monitor and Refine

The CCFA 2025-2028 Strategic Plan will be reviewed at six-month intervals by the participants in the plan along with the CCFA executive to assess our progress in achieving objectives.

CCFA/CCPAF is a registered charity no. **816601470 RR 0001**

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