



Canadian Capital Cities Organization
Linking Canada's Capitals

STRATEGIC PLAN 2003 to 2005

Draft approved at CCCO AGM, June 7, 2003 — Yellowknife

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EXECUTIVE SUMMARY

This strategic plan outlines the short- and medium-term direction of the Canadian Capital Cities Organization (CCCO). The CCCO has existed as a capital city network for over 10 years, with the strong support of the National Capital Commission (NCC).

The mandate and goals of the CCCO are:

To increase the significance of Canadian capital cities in order to reflect the pride, unity, history, democratic traditions and aspirations of the people living in the provinces and territories of Canada, by:

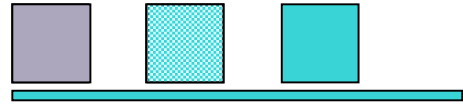
- Forging links between Canada's capital cities and their representatives, prompting shared experience, learning and relationships;
- Promoting greater knowledge of Canada's heritage, culture and political development;
- Encouraging exploration of capital cities; and
- Contributing to "capital" educational and other outreach programs that strengthen Canadian identity and sense of belonging.

The strategic direction of the CCCO is three-pronged:

- Focusing on capital city issues;
- Building the reputation and worth of the annual conference; and
- Identifying a significant outreach project within the next year.

Funding for internal support will be provided through membership fees and NCC support. The annual conference will be self-funding, through registration fees and sponsorship. Finally, the CCCO will identify the most promising outreach project in order to pursue third-party funding. The project will be focused on the symbolic role of capital cities, with broad appeal, and will support the national identity and capital city pride objectives of the CCCO.

The network has proven over time that it has greater visibility, impact and leverage when working in partnership with other capital cities and with the NCC. This strategic plan outlines how the CCCO intends to maximize the many benefits of cooperation and strong links already developed between its members.



INTRODUCTION

Capital cities represent more than municipalities, more than seats of government, more than cities with parks and commemorations. Canadian capital cities represent all residents within their province or territory, reflecting the culture, pride and symbolism of their distinct regions.

The Canadian Capital Cities Organization (CCCO) was formed in the belief that the spectrum of all Canadian capitals working together creates a sum greater than its parts. The network enables representatives from each capital city to play a role in strengthening Canada as a nation, both by learning from one another and thus improving the effectiveness of each individual capital, and by combining forces in specific promotional activities and research initiatives in areas of common interest. The 14 capitals (10 provincial, three territorial and one national) have a broad range of sizes, economies, climates, geography and history. In joining together in this network, the capitals are able to build on common aspects and visions while respecting the real differences that set them apart.

In February 2003, the board of directors of the CCCO met to discuss future strategic direction for the network. This report reflects the results of that discussion and the decisions made at the strategic retreat.

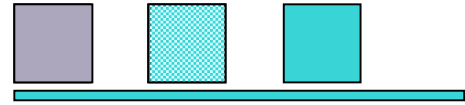
MANDATE

The CCCO will increase the significance of Canadian capital cities in order to reflect the pride, unity, history, democratic traditions and aspirations of the people living in the provinces and territories of Canada.

GOALS

The goals of the CCCO include the following:

- Forging links between Canada's capital cities and their representatives, prompting shared experience, learning and relationships;
- Promoting greater knowledge of Canada's heritage, culture and political development;
- Encouraging exploration of capital cities; and
- Contributing to "capital" educational and other outreach programs that strengthen the identity and sense of belonging of Canadians.



STRATEGIC DIRECTION

The recent planning retreat allowed the CCCO to reflect on its past strategy, build on its strengths and direct resources from less advantageous activities to those areas where they would achieve more beneficial results.

- The CCCO is well positioned to deliver national value and outreach through local effort: i.e., raising municipal and sponsorship funding, community involvement, volunteer effort and local implementation.
- The CCCO can serve two distinct and complementary purposes: 1) it can be a network which provides a forum for sharing experience and best practices on important capital city issues supported by research according to common needs identified by members (an internal orientation); and, 2) it can be a periodic outreach project which serves the CCCO and the NCC's mandate in helping Canadians celebrate their capital cities and national identity (an external orientation).
- The CCCO will benefit from ongoing partner relationships, both in terms of delivering outreach projects (requiring strong relationships with not-for-profit volunteer groups, private-sector sponsors and municipalities) as well as in researching unique capital city issues (links to universities, think tanks, municipal associations, tourism agencies, etc.) to help play a credible advocacy role in specific areas of common interest.

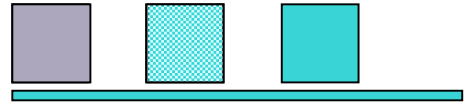
These observations, and ensuing discussions, led to the following strategic directions:

1) Areas of Focus

The CCCO will build on tightly defined issues that are truly distinct to capital cities. These include:

1. The symbolic role of capital cities, including the ceremonial, tourism, commemorations, identity, culture, pride, etc.;
2. The planning role of capital cities, including the unique municipal and infrastructure requirements and considerations;
3. The economic role of capital cities, including the unique employment patterns found in capital cities, immigration, provincial funding, etc.; and
4. The intergovernmental role of capital cities, including the development and operations of capital commissions, communication and negotiations with provincial governments, capital commission relationships to municipalities, etc.

Although each of these areas contains capital city issues that stand apart from general municipal concerns, it was decided that the symbolic role of capitals would be the basis for future work. This will provide an opportunity for representatives to learn from one another and will provide the most potential in delivering a joint pan-Canadian program that will benefit both capital cities and the nation. However, each area could potentially be the theme of a future annual conference.



2) Annual Conference

Since its inception in 1994, the CCCO has held an annual conference. Each year the conference has grown in attendance, professionalism and value. More time and attention will be given to the annual conference as a showcase event. Themes for future conferences will be chosen and supported by research, topics will focus on capital city issues, emphasis will be placed on key research findings that can assist the capitals and on the sharing of best practices, and a greater proportion of CCCO time and energy will be devoted to organizing each year's conference.

Here is where the CCCO believes organic growth is possible. As the reputation and quality of the annual conference grows, visibility and funding will also grow, through additional delegate entry fees.

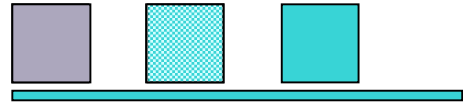
3) Outreach Projects

Outreach projects will be periodic and will be focused on the symbolic role of capital cities.

- Benefits will need to be clear to all capital cities participating in the outreach project.
- Research will be carried out on the following ideas, to determine which has the greatest potential for funding and impact:
 1. Developing a "heritage minute" for television, celebrating Canadian provincial, national and territorial capitals;
 2. Linking festivals held in each capital city with a common theme, based on and sponsored by all capital cities (e.g., a competition held in one festival per capital city, inviting representatives from each province and territory to compete);
 3. Developing a youth exchange program, to be held in each capital city, patterned after a current NCC program, using local Rotaries to assist with Adventure in Citizenship carried out in each capital city; and
 4. Linking Canada Day celebrations between capital cities, such that each celebration also marks other celebrations happening across the nation.

4) Organization

The CCCO organizational structure will reflect a project-based focus, rather than a formal institutional structure. Emphasis is placed on support for the annual conference and outreach initiatives.



5) Funding

Neither the NCC nor the CCCO and their related municipalities are in a position to act as the primary source of funding for outreach projects.

The following are the strategic directions for funding:

- To reallocate internal funds to more efficient and result-oriented areas; and
- To deliberately focus on establishing partnerships with existing and future programs, primarily federal government related, which are trying to achieve complementary objectives to the CCCO.

The CCCO will be working towards making the annual conference self-sustaining through increased visibility, a quality product and word of mouth.

Councils will be encouraged to endorse their support of the CCCO, as well as this strategic plan. Though it may be too early to commit specific funding to the CCCO on an on-going basis, CCCO members will approach their councils within a year with a specific outreach project that will benefit their cities.

In summary, the funding strategy of the CCCO is to formalize the informal strategy of the past:

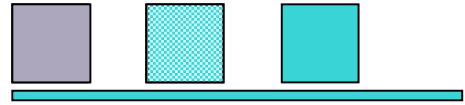
- Internal operations are dependent upon membership fees and NCC funding.
- The annual conference will cover direct costs through delegate fees and local sponsorship.
- Periodic outreach projects will be initiated through seed funding from a complementary program source, supported in turn by contributions from the NCC, capital city municipalities and/or third party sponsorship (cash or in-kind).

ACTION PLAN

A detailed action plan can be found in appendix D. In summary, the CCCO will:

- Focus on capital city issues;
- Conduct research according to needs;
- Build the reputation and worth of the annual conference;
- Establish the network as a source of information for issues of common interest; and
- Identify and implement a significant outreach project within the next year.

This will be achieved through the joint efforts of the NCC and each capital city. Cooperation will help the CCCO advance its objective, which is *to increase the significance of Canadian capital cities in order to reflect the pride, unity, history, democratic traditions and aspirations of the people living in the provinces and territories of Canada.*



BENEFITS AND RISKS

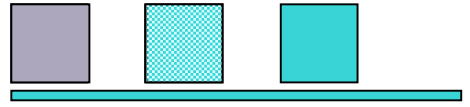
The CCCO faces a number of risks in successfully implementing this strategic plan.

1. The CCCO is a small network, with associated risks: lack of financial resources, lack of internal capacity to take on large efforts on its own, lack of visibility, etc. However, the CCCO has chosen to maximize the strengths associated with small size, such as nimbleness, ability to focus on projects and reduced bureaucracy, while carefully choosing areas that will build its credibility and reputation.
2. The CCCO is highly dependent on the NCC. Should the NCC face funding pressures, the future of the network would be in jeopardy. The CCCO cannot influence this risk, but it can mitigate it by ensuring that its efforts are aligned with NCC objectives, and that it is moving steadily towards diversifying sources of funding.
3. The CCCO is highly dependent on third-party funding. Outreach will be achieved only through outside funding. The CCCO is managing this risk through careful research into potential funding partners, and selection of those with closely aligned objectives.
4. The CCCO is dependent upon municipal support. The CCCO will ensure that outreach projects and annual conferences will benefit individual capital cities in addition to supporting wider goals.
5. The CCCO has chosen to focus on “soft” issues, such as the symbolic role of capitals (ceremonial, commemorations, tourism, etc.), which are sometimes harder to measure. It will manage this risk through quality communication and consistent evaluation.

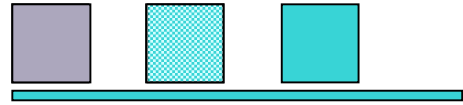
The benefits, though, are profound. All participating capital cities have benefitted from the CCCO network. Members have learned from the experience of other members. As well, funding leverage and program implementation have benefited from being part of a national effort, rather than individualistic efforts. The network is greater than the sum of its parts, even as Canada is more than a collection of cities, municipalities, capitals and provinces. To demonstrate the spirit of the CCCO network, this plan ends with a quote from one Celebrate Canada in the Capitals participant:

“It was the best experience in my life [...] Not only will the people who [took] part learn about Canada and make good friends, when they return to their communities, they will take an appreciation of our diversity and our unity with them.”

— Norma Neumann, Alberta, quoted from the *Edmonton Journal*, March 25, 2000.



APPENDICES



APPENDIX A

BACKGROUND AND HISTORY

Creation

The idea of creating an organization to bring together representatives from all Canadian capital cities came about after a preliminary meeting in Ottawa in 1994, initiated by the National Capital Commission (NCC). The participants at this meeting, which brought together representatives from each of Canada's capitals, decided that such a forum was invaluable for discussions about matters of common interest. Therefore, they decided to meet on an annual basis.

In 1996, the Canadian Capital Cities Organization (CCCO) was officially formed as a not-for-profit corporation, and with it a board of directors and several committees were created. The NCC plays an important role, both financially and organizationally, but does not have a voting membership on the board. The CCCO currently has 14 members. Inherent in the operations of the CCCO is the geography of Canada: members are located across the breadth and height of the nation, hindering frequent in-person meetings. Instead, the CCCO places great emphasis on conference calls, an annual meeting in Ottawa and an annual conference held in capital cities on a rotational basis.

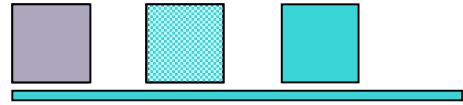
Finances

The financial structure of the CCCO is based on five distinct sources of funding:

- Support from the NCC (both financial and personnel);
- Support from each municipality (membership dues, representatives' time and travel expenses and occasional program support);
- Support from government and not-for-profit organizations (usually tied to the implementation of specific programs);
- Support from private-sector donors (both cash and in-kind for specific program initiatives); and
- Conference fees from those attending the annual conference.

The CCCO relies on the support provided by the NCC: the NCC has provided 25 percent of all funding in the last 10 years. If third-party funding is removed from the total, the NCC's portion rises to 36 percent. By contrast, no single municipality contributes more than 3 percent of total funding.

However, this understates the leverage of 14 capital cities working in tandem. The CCCO and the NCC, working together, have been able to leverage funding sources for support for specific program ideas. Once seed money has been invested, the CCCO representatives have then been able to approach their municipalities and private-sector sponsors for matching funds.



Current membership dues contribute approximately \$12,000 per annum. The NCC provides \$25,000 in budgetary support per annum for the CCCO, plus project and personnel support. This personnel support is equivalent to at least one full-time position per year, but was equivalent to as many as four at the height of the Family Exchange Program in the millennial year.

Two other sources of funding — sponsorship from government and from the private sector — are both more sporadic in nature, as well as more substantial. The CCCO has instigated two separate programs in the last six years: the Family Exchange Program and the production of *Cyber Pal Pursuit* (see next section for more details). The combination of private-sector sponsorship and millennial funding for the Family Exchange Program totalled over \$2 million, while PWGSC provided over \$80,000 for the printing of *Cyber Pal Pursuit*.

The financial strategy of the CCCO, in the near and medium terms, will be to build on these particular strengths:

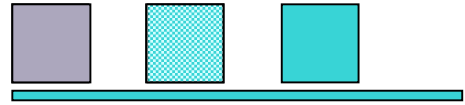
- To have enough direct funding to support on-going operational requirements;
- To encourage an ongoing commitment from each municipality, as demonstrated by the commitment of the NCC;
- To manage the annual conference to be as self-sustaining as possible; and
- To use its leverage, credibility and combined efforts to maximum advantage in winning funding and sponsorship from program-specific initiatives that best support the aims and mandate of the CCCO.

In the long-term, the CCCO will move towards establishing a more robust and sustainable financial basis, but in the short and medium terms, will look towards funding projects and programs with the help of third parties. See appendix B for a more detailed breakdown of current and projected financial arrangements.

Areas of Focus

The CCCO has focused its energies on an annual conference, as well as on various projects and programs that support its mandate. The CCCO:

- Created the educational booklet *Cyber Pal Pursuit* for students aged 7 to 12;
- Launched the CCCO and the Cyber Pal websites;
- Ran the millennial Celebrate Canada in the Capitals program; and
- Collaborated with the writers of the magazine *Plan Canada* to publish a special issue about the capitals, as well as with the writers of *Tourism* (the magazine of the Canadian Tourism Commission) to publish an article on tourism to Canadian capital cities.

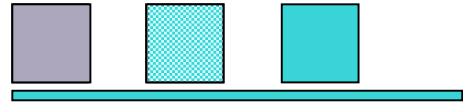


In 2000, the CCCO earned a bronze Pinnacle Award from the International Festivals and Events Association for its family exchange program, Celebrate Canada in the Capitals. This initiative proved to be the signature activity for the CCCO. Beginning in 1998, Canadians were encouraged to enter a contest to win a trip for themselves and their families to visit other Canadian capital cities.

Families were placed with host families, and treated to personalized itineraries, involving tours and activities. In 1998, 60 families visited one of five participating capitals; in 1999, 117 families visited one of nine capitals; and in the millennial year, 196 families visited one of 14 capitals. CCCO representatives, with the support of their municipalities, worked hard to raise sponsorship, set up itineraries and coordinate the contest with the Kinsmen. The NCC was the prime driver behind approaching the Millennium Fund for \$1.3 million in funding, and helped coordinate the program across the nation, as well as within Ottawa itself. Private-sector sponsors helped support specific aspects of the program.

Though too expensive to operate as an annual event, the exchange program demonstrated the potential of a network like the CCCO: in promoting Canadian pride and unity and in the cumulative impact of 14 capitals working on a shared program to harness resources. Other programs will take its place and serve the same valuable purpose.

The annual conference has grown from modest beginnings to a more widely attended affair, with upwards of 60 delegates participating in workshops and plenary sessions examining capital city issues.



APPENDIX B

CCCO — 2002 Budget

For the Fiscal Year Starting January 1, 2002 and Ending December 31, 2002

Revenue

Membership	\$12,500.00	(8 X \$1000; 6 X \$750)
Interest income	\$750.00	(from \$25,000 HSBC GICs)

TOTAL REVENUE **\$13,250.00**

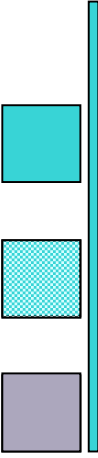
2001 balance forward	<u>\$35,007.82</u>
2002 revenue + balance forward	<u>\$48,257.82</u>

Expenses

Website	\$7,020.00	(invoice, March 2002)
Executive/president expenses	\$3,000.00	(travel/membership development)
Audit fees	\$1,000.00	(combined for 1999, 2000 and 2001)
Office expenses	\$1,250.00	
Program costs	\$ 750.00	

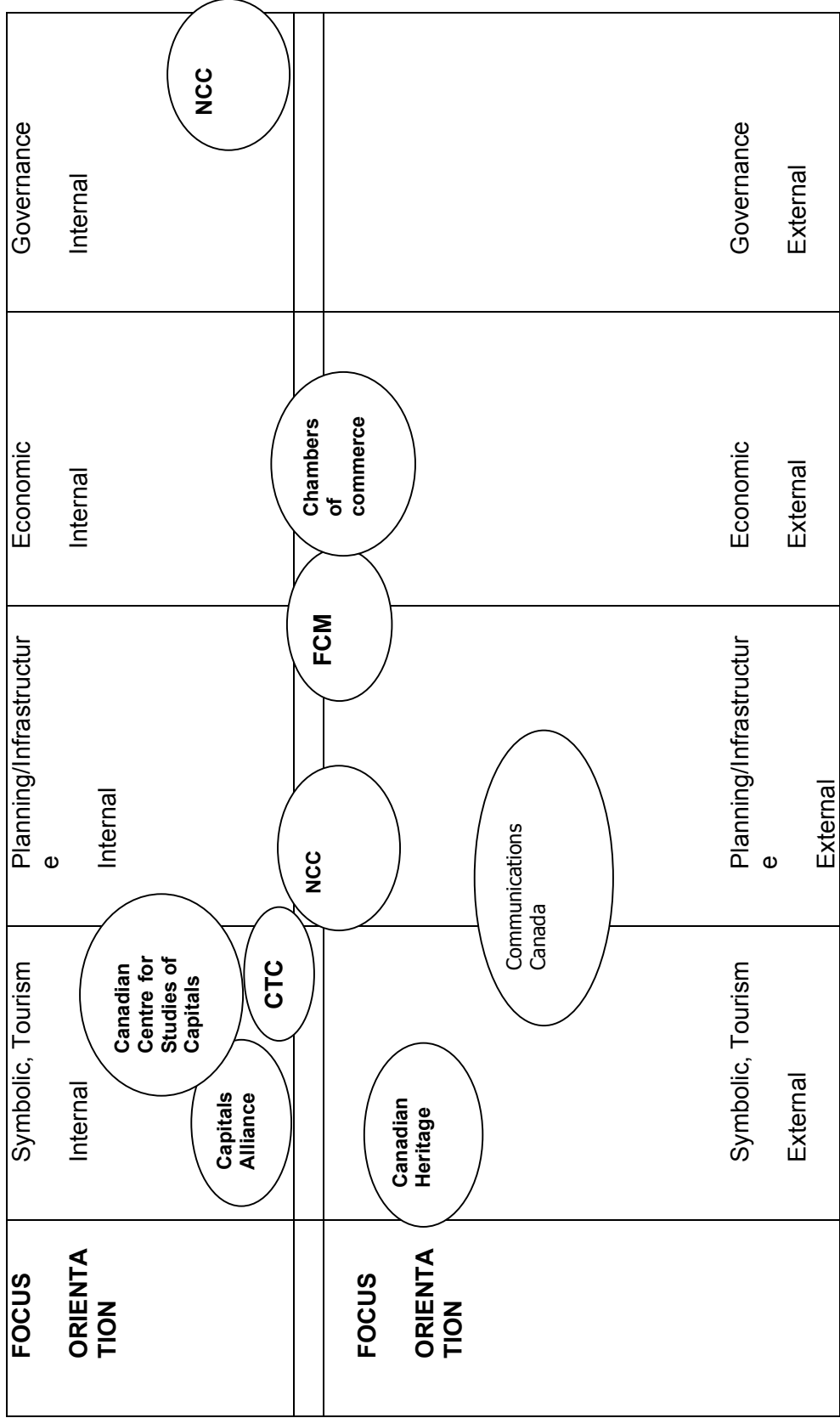
TOTAL EXPENSES **\$13,020.00**

C. SURPLUS **\$230.00**



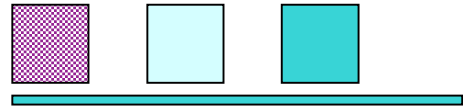
APPENDIX C

Mapping of Potential Partner Organizations



Those with a capital-only focus:

FOCUS ORIENTATION	Symbolic, Tourism Internal	Planning/Infrastructure Internal	Economic Internal	Governance Internal
	<p>Canadian Centre for Studies of Capitals</p> <p>Capitals Alliance</p>			NCC
		NCC		
FOCUS ORIENTATION	Symbolic, Tourism External	Planning/Infrastructure External	Economic External	Governance External



APPENDIX D

ACTION PLAN

Conference

The following actions are proposed for future conferences:

- Pay keynote speaker for Yellowknife conference to support credibility, draw, and visibility — completed.
- Strengthen the conference subcommittee, to ensure that each host city receives sufficient support and insights from past experience — by July 2003.
- Establish future conference themes — by July 2003.
- Ensure capital city focus — ongoing.
- Investigate partnerships that can provide content, speakers and research for future conferences — ongoing from late 2003 through 2004.
- Fund research projects on the basis of agreed criteria (such as support of mandate, support of municipalities, impact, client reach, etc.) — ongoing in 2004 and 2005.

Organization

The following actions were agreed regarding the structure and operations of the CCCO:

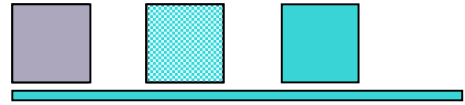
- Reduce the frequency of conference call meetings — completed.
- Eliminate the newsletter — mid 2003.
- Complete the strategic plan — early 2003.
- Obtain individual council support for strategic plan — early 2003.
- Investigate possible use of Web page/intranet — 2003.
- Seek to build credibility through annual conference, occasional directed research and outreach — 2003 to 2005.
- The NCC to investigate establishing a central location for documents, reports, templates, etc. on all things related to establishing and operating a capital commission — ongoing, perhaps in conjunction with other capital commissions or areas within the NCC.
- Seek to build or strengthen relationships with various partners (see appendix B for suggestions of potential partners) — 2003–04.

Projects

The following actions were agreed upon regarding future projects:

A. Outreach projects

- Flesh out the four most promising outreach ideas — June 2003.
- Fund research into likely funding partners, existing programs, fit with CCCO/NCC — June 2003.
- Agree on top project idea to be pursued — June 2003.
- Implement outreach project — 2004–05.



B. Research projects

- Conduct research to support conference themes.
- Conduct research on an ad-hoc basis based on members' needs.

Funding

- Internally reallocate resources (time and money) from administration and newsletter to conference and outreach support — completed.
- Receive endorsement and support from councils for strategic plan — early 2003.
- Fund research into likely funding partners, existing programs, fit with CCCO/NCC — June 2003.
- Approach most likely partner(s) with outreach idea for financial support — late 2003.

Evaluation

- Each year, the CCCO will evaluate progress against the strategic plan during the annual meeting.
- Outreach projects must have objective measurements against which success/impact or reach can be judged.
- Each conference will have "lessons learned" as part of the effort, to be available to the next host city conference team.