

Canadian Capital Cities Organization



2026 to 2029 Strategic Plan



CCCO-OCC.CA

As of March 24, 2026

About Canadian Capital Cities Organization (CCCO)

Mission

As a national network, CCCO connects Canada's capital cities, provincial legislatures, tourism organizations and capital commissions.

Our mission is:

- to champion the unique symbolic and civic importance of Canada's capital cities and share their stories to Canadians.
- to foster collaboration and connection across all Canadian capital cities through the exchange of experiences, insights, and best practices.

Vision

We envision a Canada where every resident feels connected to the heritage, culture and democratic values expressed in each of our capital cities.

Grounded in Canada's linguistic duality and informed by Indigenous voices, CCCO will be a dynamic national forum that strengthens outreach and citizenship initiatives, helping Canadians take pride in our shared history, diverse identities and democratic traditions.

Mandate

CCCO brings Canada's capital cities together to celebrate and share the diverse stories that shape our nation. We strengthen civic pride through inclusive engagement and by promoting the roles of capital cities in our democratic and cultural life.

Why CCCO?

CCCO is the only national forum dedicated to capital cities as *identity-shaping places*.

We support members to strengthen civic pride, democratic engagement, reconciliation, and cultural leadership by sharing tools, programs, and partnerships that recognize capitals as more than administrative centres. They are where sovereignty, heritage, and community trust become visible and lived.

We don't just connect capitals.
We help them shape Canada's story.

Goal: Strengthen CCCO's long-term sustainability by establishing an effective operational model that supports succession planning, administrative capacity, and the delivery of strategic priorities.

Performance Measure(s)	Target		
	2026-27	2027-28	2028-29
Capital cities with active representation	11	13	14
Planned Executive and Board meetings held	≥ 80%	≥ 90%	≥ 95%
Sub-committee membership met	2	2-3	2-3

Strategy: Establish a structured annual planning and review cycle to ensure strategic alignment.

Key Action(s)	Timing and/or Budget Implications		
	2026-27	2027-28	2028-29
Execute annual action planning and strategic plan review during Winter Meetings.	X	X	X
Run monthly Executive meetings.	X	X	X
Run three Board meetings.	X	X	X
Establish and maintain standing committees to distribute workload.	X	X	X

Strategy: Strengthen membership recruitment, retention, and engagement through targeted outreach and sustained relationship-building initiatives.

Key Action(s)	Timing and/or Budget Implications		
	2026-27	2027-28	2028-29
Review fee structure and roles for membership categories and conferences.	X		
Create a clear Membership Value Proposition for each membership category.	X		
Update membership package.	x		
Send membership package to all non-Member capital cities' Mayor and Councils before April 1.	X	X	X
President to follow up each municipal Membership package with direct contact.	X	X	X
Send membership package to all Parliamentary Visitor Services branches.	X		
Recruit capital city tourism partners (Destination Marketing Organizations and tourism departments) to be Associate Members.		X	X
Send annual renewal notices to member cities in April.	X	X	X

Goal: Enhance national awareness of the symbolic and civic importance of Canada’s capital cities through coordinated communications and partnership-driven outreach strategies.

Performance Measure(s)	Target		
	2026-27	2027-28	2028-29
Total audience across CCCO social platforms (combined follower/subscribers)	200	500	1000
Content consistency (# of posts per month, % of months meeting target)	4/mo; 75%	6/mo; 85%	8/mo; 90%
Total number of active national partnerships	1	2	3

Strategy: Implement a comprehensive social media strategy.

Key Action(s)	Timing and/or Budget Implications		
	2026-27	2027-28	2028-29
Develop an initial social media plan, creating recurring content that reinforces “why capital cities matter” narrative.	X		
Consistently manage the CCCO’s digital presence through selected social media platforms.	X	X	X
Coordinate member content contributions supplied by each capital.	X	X	X
Contract social media consultant to plan and deliver comprehensive ongoing social media strategy.		X	X

Strategy: Build national partnerships with organizations that share historical, cultural, tourism and civic-engagement mandates.

Key Action(s)	Timing and/or Budget Implications		
	2026-27	2027-28	2028-29
Identify contacts at Canadian Heritage and initiate collaborative relationship.	X		
Research and identify other external partner organizations including Library and Archives Canada.		X	X
Explore partnership with Canadian Senators or Senate Committee dedicated to national unity and heritage.		X	X

Goal: Deliver collaborative national programming that educates residents and strengthens connections among Canada’s capital cities.

Performance Measure(s)	Target		
	2026-27	2027-28	2028-29
National collaborative initiatives/projects executed (with number of participating capital cities)	1 (8)	1 (10)	1 (13)
Speaker Series delivery and reach (# of sessions; average attendance per session)	3; 30 avg	3; 40 avg	3, 50 avg
Member satisfaction with in-person and virtual meetings based on surveys	≥4.0/5	≥4.2/5	≥4.5/5
Program funding leveraged (total funds secured for collaborative initiatives, CAD)	\$2000	\$3000	\$5000

Strategy: Coordinate and deliver national collaborative projects and initiatives.

Key Action(s)	Timing and/or Budget Implications		
	2026-27	2027-28	2028-29
Develop and execute an annual project or initiative promoting the capital cities each year.	X	X	X
Explore opportunities for CCCO to meaningfully involve youth in a national initiative.		X	X
Research and develop a larger Milestone Project which engages directly with Canadians.		X	X
Identify grants, sponsorships and other funding opportunities available for collaborative initiatives.	X	X	X

Strategy: Establish and maintain virtual and in person learning and networking opportunities.

Key Action(s)	Timing and/or Budget Implications		
	2026-27	2027-28	2028-29
Administer two to three virtual Speaker Series annually.	X	X	X
Host an in-person annual Conference and Winter Meeting.	X	X	X
Establish success measures for learning and networking opportunities.	X		