

CANADIAN
CONSERVATION
INSTITUTE



INSTITUT
CANADIEN DE
CONSERVATION

Annual Report

1997-98



Canada

CCI Mission Statement

"We are committed to preserving Canadian heritage and supporting conservation and heritage institutions in Canada by creating and disseminating conservation knowledge and providing expert services."

We ensure client satisfaction through:

- providing high-quality, reliable advice, assistance and information on:
 - new conservation knowledge and practices
 - care of collections and preventive conservation
 - treatment of artifacts and works of art in Canadian museums, art galleries, archives and libraries
 - materials or condition of heritage objects to improve the understanding of collections
 - museum facilities and planning
- collaborating with regional, provincial, territorial, national and international cultural communities, institutions and related agencies including conservation associations and the private heritage sector

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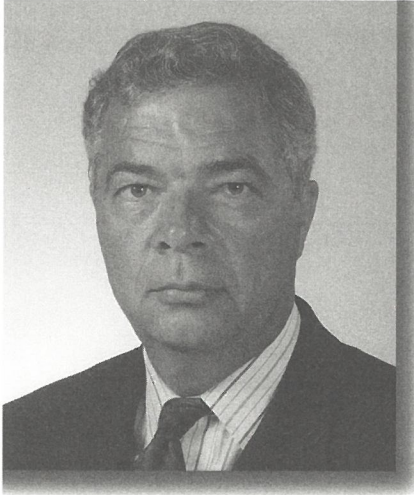


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Introduction

The Canadian Conservation Institute (CCI) marked its 25th anniversary with a year of change and progress, and staff responded with enthusiasm.



The outcome is an impressive step toward reinforcing CCI as a major presence in conservation, both in Canada and internationally. The new orientation that has emerged includes a modified structure and new planning and management processes, as well as a revenue generation strategy.

Designed to ensure that CCI can maintain its service levels into the future, revenue generation is based on the lowest possible user fees for mandated clients, and full cost recovery for others. Results have been very encouraging. Revenue goals were reached and exceeded, and indications are that this positive performance will continue in the coming year.

While continuing to meet the needs of traditional clients, new opportunities have also been identified and developed. Conservation of architectural interiors is one new area where CCI can make an important contribution to the preservation of Canada's heritage, as well as aid in creating opportunities for practitioners in the private sector.

The ability to manage projects efficiently, ensure continued high standards of service for clientele, make the most effective use of expertise, and create new

opportunities for private conservators is fundamental to the future success of CCI and that of the profession of conservation. With this in mind, four distinct goals were established for the past year: to improve services and increase client satisfaction; to generate increased revenues to ensure stability and growth of services; to serve the Canadian heritage community; and to create a healthy work environment for staff. The topics discussed in this report reflect these goals.

I am heartened that staff have demonstrated such great resilience and initiative as they adapted to the new challenges and opportunities presented during the past year. These characteristics are increasingly important in the changing environment in which we work. As future needs and problems are examined, and the means to address them developed, the experience and acquired knowledge of staff will become increasingly important. CCI is committed to continuing its role as a knowledge-based institution, and the source of that knowledge resides in the creative men and women who work here.

Coupled with the advice of clients and stakeholders, it is this knowledge that will shape the future directions of the Institute.

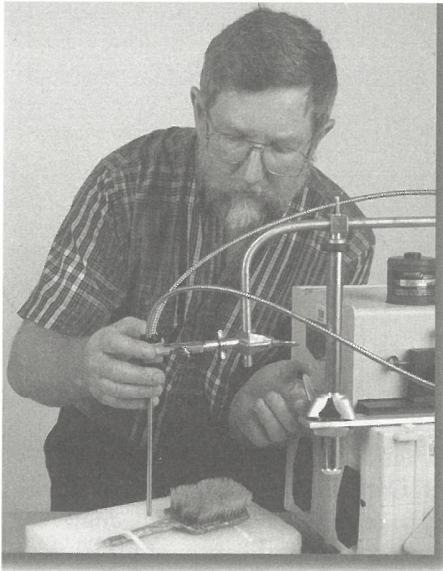
A handwritten signature in black ink, appearing to read 'Bill Peters', with a stylized flourish at the end.

Bill Peters
*Director General and Chief Executive Officer,
Canadian Conservation Institute*

Improving services and increasing client satisfaction

Services to Clients

Numerous efforts have been made to improve the quality of advice and assistance to clients.



On-site chemical analysis of a brush using the portable Fourier transform infrared spectrometer.

The concept of a central intake service and follow-up procedure for client enquiries was examined during the year. This service, to be implemented on April 1, 1998, will provide a central point of contact and easier access to CCI products and expertise.

Improved procedures, including a set of criteria for assessment of work, will avoid a build-up of requests and allow for the provision of interim advice with acceptance or rejection of requests. Ongoing communication with clients will

also be enhanced to ensure that they are informed of any changes in scheduling or proposed treatment. And new ways to create face-to-face meetings with clients, such as multi-task visits, are being found.

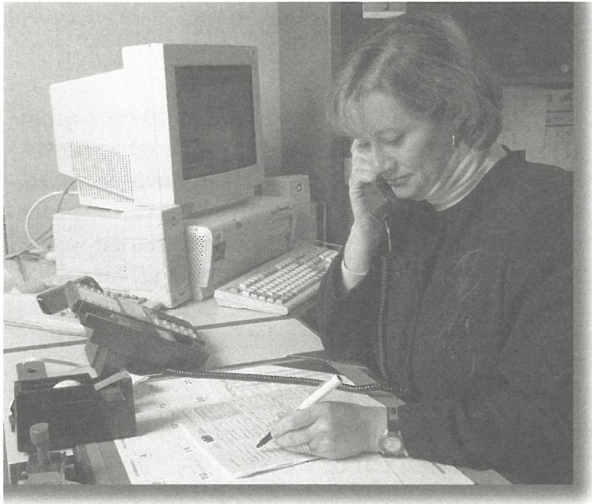
Archaeological conservation has always been an important part of CCI's service to Canadians, and treatment development will continue to ensure the fundamental viability of this operation. A thorough internal review of the archaeology function concluded that there is growing interest in site management and preservation of collections, the need for professional training is strongly evident, and it is now necessary to find ways of earning revenue. Therefore, in the future more emphasis will be placed on information, training, collections management, and the development of curricula for the archaeological programs in Canadian universities. To help meet these objectives, a series of basic publications on archaeological conservation in Canada will be prepared.

CCI has been improving its ability to conduct scientific analysis and testing within the museum environment rather than in the laboratory. This allows more analyses to be completed and avoids moving objects or removing test samples, along with the added value of personal communication. Although CCI has always

performed such work, it has taken a quantum leap forward with the development of the portable Fourier transform infrared spectrometer. This instrument can rapidly identify many materials, and hence detect conservation problems efficiently and non-destructively. CCI also offers on-site scientific/technical photography, colour and gloss measurement, X-ray spectrometry for conducting elemental analysis, and condition and moisture measurement of wood.

To encourage and facilitate the exchange of exhibitions across Canada, the Centre for Exhibition Exchange (CEE) project was initiated in the fall of 1997. A partnership among Exhibit Transportation Services of CCI, the Canadian Heritage Information Network, and the Canadian Museums Association (CMA), CEE will offer two primary services: an on-line database of exhibitions that are available for exchange or are in the process of being developed; and a coordination function to assist museums in arranging travelling exhibition schedules. Work in the first year of the project has focussed on the development of the database, with the assistance of members of the Exhibition Exchange Special Interest Group of the CMA. A prototype was prepared for display at the CMA conference in the spring of 1998.

CCI recognizes the advantage of working collaboratively to promote and advance the practice of conservation to preserve Canada's cultural and natural heritage. To further this objective, Memoranda of Understanding were established with the Canadian Museum of Nature, the Canadian Museum of Civilization, and the National Gallery of Canada. The purpose of these Memoranda is to establish a business approach and pricing framework for the exchange of services, and to encourage joint projects whereby both parties pursue, in partnership, business opportunities, research projects, or other mutually beneficial endeavours. Similarly, CCI signed a Service Agreement with the Centre de conservation du Québec for the provision of scientific and analytical services, consultancy and advisory services, and training services. Preliminary discussions were held with other organizations with the aim of finalizing agreements in 1998-99.



Client Satisfaction

To ensure that their research program meets the needs of Canadians, CCI communicates regularly with the community it serves. Consultations have been carried out in many ways over the years. Currently CCI meets with the conservation subcom-

mittee of the Canadian Council of Archives once per year. A similar relationship is being developed with the Canadian Association for Conservation. Written submissions are also encouraged and useful comments and suggestions are continually received.

Monitoring systems have been developed to measure, in a non-judgmental manner, how successful CCI and its staff have been at reaching their goals and objectives with respect to the assistance and services they provide to clients. A new Client Satisfaction Questionnaire will be sent to clients, starting in early 1998-99, upon completion of services such as treatment, analysis and examination, training, consulting, etc. The feedback will help staff and management to adjust procedures, set future performance standards and objectives, and assess progress towards achieving them.

Business Processes and Support Functions

In November 1997, a business process re-engineering study of all procedures at CCI was completed by Progestic International Inc. With advice from Legal Services (Department of Canadian Heritage), all business forms and procedures were overhauled and converted to electronic format. A new workflow database, developed by Progestic International Inc. in Ottawa and programmed in Lotus Notes® (Lotus Development Corporation), was implemented in December 1997. At the same time, data in CCI's ICARUS database were converted to Lotus Notes format and are now accessible from a Compaq Proliant

5000 Pentium 200 server on CCI's Local Area Network. This move was necessary because the mainframe computer at the Canadian Heritage Information Network which housed ICARUS was to be shut down at the end of March 1998. The new system, termed PROTEUS (Project Tracking System), is used to track all client requests for information, artifact treatment, analysis and testing, museum surveys, and publications, as well as research and other CCI projects. The system generates letters, agreements, and other documents for clients, and reports and statistics for the management of CCI, virtually eliminating the need for preprinted forms.

A key element of the new computer system is the Client Database which works in tandem with PROTEUS to deliver information and other services promptly and accurately. As updated data are received they are entered into the database and verified. Data include names and addresses, telephone and fax numbers, e-mail addresses, and an indication of which services are of interest to clients (including publications such as the CCI Newsletter, CCI Notes, or other products they want to receive). Using PROTEUS and the Client Database it is now easier to track the progress of projects undertaken for clients and to allocate resources to meet the conservation needs of the heritage community. New and revised client records (museums, galleries, archives, corporations, and individuals) are currently growing at a rate of approximately 500 per month.

The support functions at CCI were also reviewed in late 1997. The re-engineering consultants who conducted the study found that the existing system did generally meet CCI's needs, but proposed a number of changes in the resourcing, allocations, accountabilities, and organizational structure. Following input from a series of working groups, management decided to create two directorates: Information Services and Marketing, which will include a marketing section, a publishing group, the CCI library, and a client services function; and Business Planning and Administration, which will have responsibility for finance, building services, documentation, the central registry, and informatics. As a further consequence of the review, the position of training and development officer will be transferred to Conservation and Scientific Services.

More than 130 CCI publications and special products can be ordered by telephone/fax, or electronically.

Generating increased revenues to ensure stability and growth of services

Revenues/Fees

To preserve the essential aspects of its services in the current economy, CCI has



Visitors to CCI's trade show booth get a first-hand look at publications and special products, and discuss services with staff.

been forced to establish a new policy of cost recovery. The fee structure implemented on May 1, 1997, was designed to ensure equitable distribution of services across Canada, recognize the inability of the heritage community to pay full cost for services, and capitalize on

the marketing potential of CCI's expertise and knowledge worldwide. The approach was based on distinct client categories, each with its own pricing structure, as described below:

- Canadian Eligible Client Group I
 - includes non-profit Canadian heritage institutions and organizations, such as museums and art galleries
 - fixed user fees are set for the majority of services
 - fees based on partial cost recovery are negotiated for exceptional services that require considerably more staff time than normal
- Canadian Eligible Client Group II
 - includes educational (heritage) institutions and public authorities in Canada, and heritage institutions under the federal umbrella
 - fees are established on a case-by-case basis, and are based on partial cost recovery
- Other Clients
 - includes Canadian and foreign institutions
 - fees are based on full cost recovery
- Special International
 - includes international organizations with whom Canada, through CCI, plays a collaborative role or has established international agreements
 - fees are based on partial cost recovery

A key element in the success of any revenue generation strategy is a comprehensive plan for marketing the available services to potential clients. With this in mind, and with direction and input from staff, clients, potential users of CCI services, and marketing experts in the cultural field, a variety of promotional materials (stationery items, brochures, kit folders, etc.) was prepared.

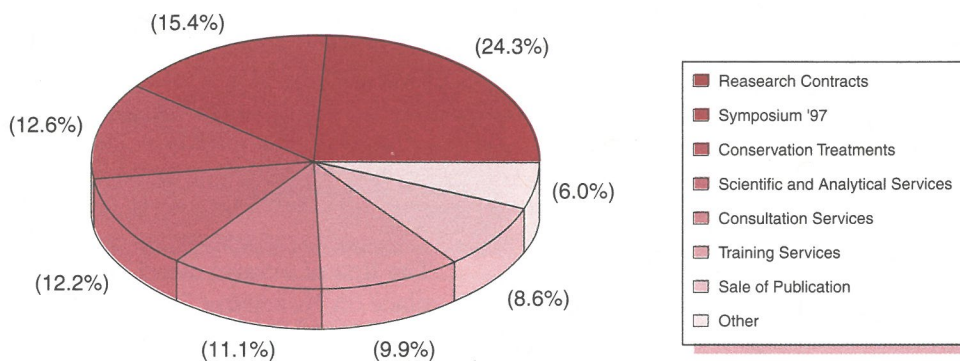
The first of several direct mailings took place on November 3, 1997. This package was distributed to more than two thousand Canadian museums, galleries, and related heritage institutions, and included a letter from the Director General, a general CCI services brochure, and a fee schedule clearly explaining the newly introduced pricing structure.

A second information package was sent out early in 1998. Designed to familiarize Canadian organizations with the wide range of assistance offered by the Institute, this mailing consisted of a series of brochures on specific services such as treatment and restoration, examination and scientific analysis of objects, preventive conservation, and the CCI library. Recipients included provincial museum associations and organizations, educational organizations offering museology programs, and past users of CCI services.

To complement the mailings, CCI was represented at several conferences with a refurbished trade show 'booth', advertisements were placed in carefully selected magazines, and visits to the Institute were encouraged through an open house and private tours.

The effectiveness of the marketing plan is demonstrated by the fact that the overall revenue objective for the 1997-98 period was exceeded: 42.6% of total revenue was generated from the American market through the sales of services and publications, 46.5% was realized from the Canadian market, 8.3% from European countries, and 2.0% from countries of the Pacific Rim. The chart on the next page shows a breakdown of revenue by service type and activity.

Gross Revenue by Services Type 1997-98 Fiscal Year



cost-effective strategy to reduce the costs of maintaining heritage assets. As the private sector expands in this area, demand for more work and project activity will be stimulated.

One area where this approach has been particularly effective is in the built heritage sector. While there is an established, traditional role for architectural conservation, there is also an expanding niche for object, fine art, and other mater-

The long-term success of these marketing initiatives will depend greatly on the Institute's demonstrated commitment to preserving Canadian heritage and supporting conservation and heritage institutions in Canada. To this end, staff continue to work toward raising awareness not only of CCI and its services, but also of the importance of conservation practices within the museum community, both in Canada and internationally. Based on the generation of significantly higher than expected revenue in 1997-98, CCI expects the demand for its services and expertise to remain high. This will allow revenue objectives in 1998-99 to be met and possibly surpassed.

Partnerships

CCI has endeavoured to expand the scope for conservation activities in Canada by partnering with conservation firms and individuals to undertake projects in sectors where the conservation field has valuable skills and information to deliver, but where conservators have been under represented until now. The intent is to create new opportunities for conservation professionals, share the responsibility for project delivery, and lead by example. A wide range of clients is being educated to understand that a timely application of conservation expertise can be a

ial culture conservators to contribute to the treatment and maintenance of interior surfaces and features. CCI's analytical and scientific capacity has already proven very valuable to support treatment and maintenance decisions. Through the new fee structure, these services will be available to an expanding group of project managers and private-sector firms.

Publications

Two new books were published during the year: a collection of preprints for the Textile Symposium, held in Ottawa in September 1997, and a publication dealing with the care of historic musical instruments. Seven new or revised *CCI Notes* and two new *Technical Bulletins* dealing with fire protection and security issues for museums also became available. CCI showcased its publications at trade shows associated with the annual conferences of the Canadian Museums Association, the Canadian Association for Conservation of Cultural Property, and the American Association of Museums. Top sellers for the year were *CCI Notes* and *Technical Bulletins*, *Saving the Twentieth Century: the Conservation of Modern Materials*, the *Framework for the Preservation of Museum Collections* (wall chart), and the *Light Damage Slide Rule*.

Serving the Canadian heritage community

Analytical Research Laboratory

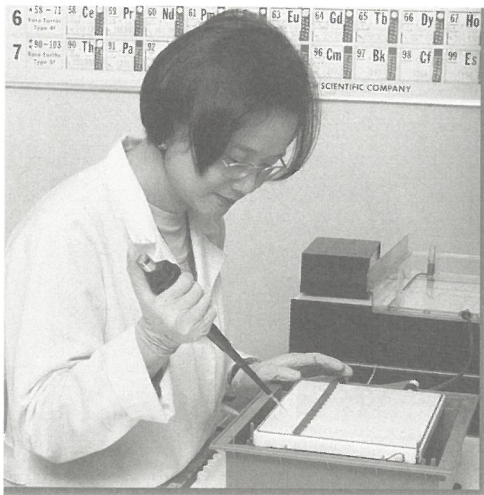
In addition to meeting CCI's scientific and documentation needs (photography and X-radiography), staff undertook 76 analyt-



Photographing a rock painting site on Reindeer Lake, SK.

ical projects using physical and chemical methods to study artifacts from museums and galleries. Examples include a parchment document from the Musée des Augustines de l'Hôtel-Dieu de Québec, a Japanned long case clock for the Royal British Columbia Museum, and works by Neri di Bicci, Poussin, and van Dyck for the National Gallery of Canada (NGC). A comparative analysis of

Early Netherlandish panels by the workshop of Dieric Bouts and Aelbrecht Bouts from the NGC and McMaster Museum of Art was undertaken. Staff continued collaboration with the Instituto Nacional de Antropología y Pensamiento Latinoamericano on the conservation of rock art sites in Santa Cruz and Catamarca provinces (Argentina). Several rock painting sites on Reindeer Lake were photographed and mapped for Saskatchewan Power using a global positioning system. Capability was expanded in the area of digital image processing and infrared reflectography for scientific applications, publications, and presentation slides.



Analysis of silk using electrophoresis.

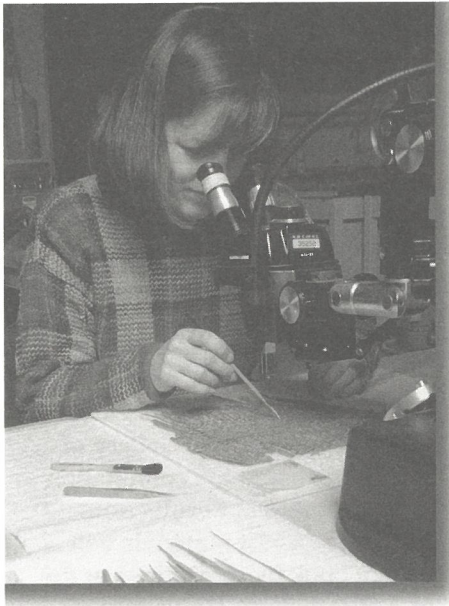
Three major research projects were published in the *Journal of the Canadian Association for Conservation*: a study of the paint materials in 29 works by Alfred Pellon from a retrospective of the artist organized by the Musée du Québec and the Musée d'art contemporain de Montréal; a rock art conservation project in which CCI collaborated with Sears and Russell, Architects, the Ministry of

Natural Resources (Ontario), Heritage Recording, and others to record and protect a marble petroglyph site at Petroglyphs Provincial Park, Ontario; and the results of the analyses of 258 paint samples from 95 well-documented Northern Plains hide artifacts. The publication of "Titanium Dioxide Whites" as a chapter in the third volume of *Artists' Pigments: A Handbook of their History and Characteristics*, by the National Gallery of Art in Washington, marks the culmination of many years of research. Results from work on Northwest Coast materials will be included in a book by researchers at the Museum of Anthropology, University of British Columbia. Papers were also published on the burnt yellow earth pigments and on the infrared spectroscopy of iron earth pigments, and a paper was written on the deterioration of glass trade beads to be included in *The Conservation of Glass and Ceramics*, to be published by James & James Science Publisher Ltd., London.

Conservation Processes and Materials Research

Work continued on a number of research and treatment projects in the areas of textiles, metals, paper, adhesives, laser cleaning, historic plastics, non-traditional archival materials, site monitoring, archaeological conservation, and historic artists' materials. The diversity of these topics reflects not only the variety of problems faced by museums and archives in Canada, but also the wide range of expertise of the scientists and conservators on staff.

Specific projects included the development of testing procedures that can identify small changes in the condition of silk (this will allow the qualitative investigation of the effects of treatment procedures such as washing on silk textiles), the development of new procedures for waterlogged basketry (which is particularly important for archaeology along the Northwest Coast where basketry is a diagnostic for sites), and the development of the first draft of the Canadian Standard for Permanent Paper. Other work on paper aging continues on behalf of the American Society for Testing and Materials.



Surface cleaning a Northwest Coast basket fragment.

Most of the projects carried out for international clients provide direct benefits to the Canadian community through increased knowledge and information. The knowledge can be directly accessed and applied by all museum workers and conservators. One example of this is an American-based study on paper permanency. Organized through an American Society for Testing and Materials subcommittee on printing and writing materials, this study is concerned with the development of test methods for determination of the effects of aging.

CCI is conducting work that will resolve certain issues of fundamental importance associated with the development of an accelerated aging test. In many respects the study follows on from earlier work conducted by CCI for the creation of a Canadian Standard for Permanent Paper, which is currently being drafted. CCI's partners in the American study are the United States Department of Agriculture Forest Product Laboratory, Madison, Wisconsin; the Image Permanence Institute, Rochester Institute of Technology, Rochester, New York; the Library of Congress, Washington, DC; and the Finnish Pulp and Paper Research Institute, Espoo, Finland. This work is being supported by a number of Canadian companies and will have a direct impact on the Canadian Standard for Permanent Paper.

Preventive Conservation Services

The scientists, conservators, and specialists of the Preventive Conservation Services section of CCI offer a comprehensive range of preservation services, including research and advisory and on-site services.

Research is ongoing in areas such as the safe packaging and transportation of museum objects, paints that are suitable for use in museum applications, integrated pest management practices, the use of non-chemical pest methods in museum applications, the effects of relative humidity and temperature on museum and

archival materials, and the effects of acetic acid on museum objects.

In addition to providing specific advice and services to clients, projects during the past year have included work with various standards organizations to establish some common agreement on issues related to the museum environment. Examples include work with the American Society of Heating, Refrigerating and Air-Conditioning Engineers (ASHRAE) to deal with issues of temperature and relative humidity, and with the International Commission on Illumination on lighting issues. A publication *Guidelines for Humidity and Temperature in Canadian Archives* is also being developed for the Canadian Council of Archives. The results of an investigation into the effects of acetic acid and other volatile organic compounds released from paints and other coatings used in display cases were published in *Studies in Conservation*.

Another area of continuing development is a software tool to assist conservators in carrying out systematic surveys of museum facilities. This work is part of a contract to survey Canadian Forces museums across Canada, which is being carried out for the Department of National Defence. The surveys were carried out by a private-sector contractor, and the methodology and software are being developed by CCI staff. Although the database approach is still being refined, it can be used in the field to acquire data and enter observations. Work will continue over the next years to make it more applicable to a broad base of museum applications.



Inpainting losses on a 17th-century silver-leafed wooden sculpture.

Treatment and Development Services

In May 1997, a team of conservators and scientists conducted a survey to determine the original appearance of more than 70 historic rooms and offices in the Centre Block of the Parliament Buildings in Ottawa. They also provided the conservation guidelines for a master document produced by the Heritage Conservation Program to outline the restoration requirements of the interiors and to direct the

future use of the building by its occupants. CCI's participation in this major restoration project within the Parliamentary precinct will result in an increase of professional conservation activity in this initiative.



Consolidating areas of a fragile watercolour using an ultrasonic mister and a paper suction table.

Other architectural projects included, among others, a survey of the interior of the Haskell Opera House in Stanstead, Quebec, a feasibility study for the conservation of the drawing room foyer in the Chateau Laurier Hotel in Ottawa, a consultation with Canadian Pacific Hotels on the conservation of the ceiling paintings in the lobby of the Chateau Frontenac Hotel in Quebec (which resulted in the awarding of a major treatment contract to a private-sector conservator), and a survey of the historic interior finishes in the Correctional Service of Canada Museum in Kingston, Ontario.

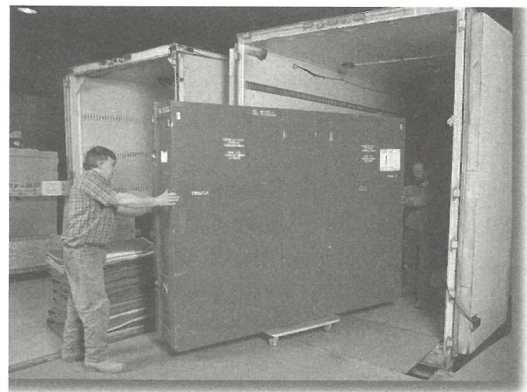
In collaboration with a private-sector conservator, a large mural painting, *Hommage to RFK* by William Ronald, was treated at the National Arts Centre in Ottawa. Two icons, one of the *Nativity* and the other, a double-sided painting of *St. Nicholas and the Holy Trinity*, were treated for the Basilian Fathers Museum, Mundare, Alberta. A monumental baroque painting, *Le Songe de Saint-Joseph*, which was part of the renowned Desjardins collection of paintings rescued from Parisian churches that were destroyed in the French Revolution, was treated for the Musée du Québec.

Treatment continued on a decorative screen by Lilius Farley from the Yukon Arts Centre Gallery, as well as a portrait entitled *Victorine* by Florence Carlyle from the Woodstock Art Gallery. This latter painting was reportedly altered by the artist and posed an interesting ethical question regarding the preservation of the artist's changes during the conservation treatment. Treatment also continued on two other paintings, *Hercules and Omphale*, a 16th-century Italian painting from the Winnipeg Art Gallery, and a portrait of the ship *Charles J. Baker* from the Yarmouth County Museum.

A portrait of the *Chanoine Laflamme* by Ozias Leduc from the Centre d'archives du séminaire de Saint-Hyacinthe, Québec, was treated, and work began on the *Portrait of Jean Dessaulles*, by Louis Dulongpré, with a portion of that treatment being contracted out to the private sector with funds provided by the owner.

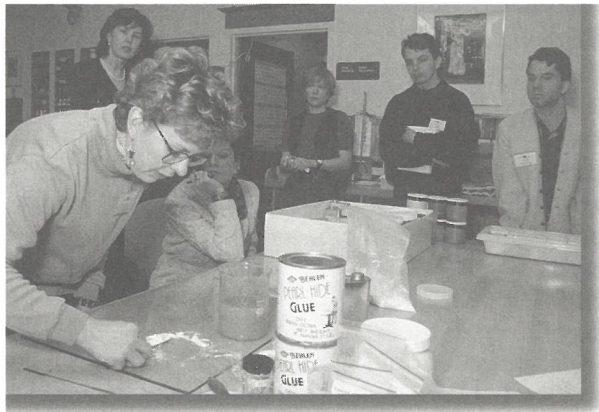
Exhibit Transportation Services

Exhibit Transportation Services (ETS) has continued to provide high-quality transportation of works of art and museum exhibitions across Canada. Despite some evidence of a drop in the number of travelling exhibitions, ETS had one of their most successful years in terms of the amount of business carried out and revenue generated; their trucks travelled more than 478 000 km while providing transportation to 146 institutions.



Experienced handlers load ETS truck.

ETS was also involved in several special projects, including the move of the National Archives from their existing facilities in the National Capital Region to their new storage facility in Gatineau.



Bole manipulation techniques are demonstrated to participants at the workshop "The Conservation of Gilded Artifacts."

For the first time the newly upgraded ETS storage vault was used to house a gallery's entire collection for an extended period of time while the gallery

was undergoing renovation. ETS is also funding the Centre for Exhibition Exchange (CEE), and is an active partner in overseeing and directing its activities.

Symposia

As part of its ongoing commitment to the preservation of cultural heritage, CCI regularly presents symposia addressing various topics in heritage conservation. Textile Symposium 97 "Fabric of an Exhibition: An Interdisciplinary Approach", a joint venture with the North American Textile Conservation Conference, was hosted by CCI in Ottawa on September 22–25, 1997. Three days of formal presentations and a poster session were followed with a fourth day of demonstrations of innovative techniques, equipment, and materials for the conservation and exhibition of textiles. Many Canadians and Americans attended the conference, along with delegates from as far away as Australia, the Philippines, and the People's Republic of China; in all, more than 240 delegates representing 25 countries were in attendance.

Seminars and Workshops

Seven different two-day workshops were offered across the country in partnership with provincial museum and gallery associations. Topics included the construction of mannequins for historic costumes, the care of paintings, plastic objects in museum collections, and artifact-mounting techniques. Participants were

particularly pleased with the hands-on, practical nature of most workshops, and the opportunity to discuss concerns with colleagues. In addition to leading the workshop, staff frequently made site visits or consulted with museums and other groups in the region. CCI is offering an expanded choice of workshops to a wider client group for 1998–99, and it is gratifying to note that several workshops, two of which cover new topics, will be provided for new clients in the coming year.

One three-day advanced-level workshop on the conservation of gilded artifacts was presented at CCI in February 1997 for twelve conservation professionals from Canada and the United States. This learning opportunity was the inaugural offering in a series of professional development workshops to be held at the Institute. A second workshop, this one on the archaeological conservation of wet objects, has been planned for November 1998.

Internships

Five Canadians and five individuals from outside the country (Portugal, Germany, Australia, France, and the United States) completed internships at the Institute. They gained experience in conservation surveys and treatments, and assisted with research projects and field work. Two Canadian interns were funded by the Young Canada Works program, which seeks to facilitate school-to-work transitions for recent graduates.



Scanning the profiles of cracked paintings to compare various repair techniques.

Creating a healthy work environment

CCI recognizes the direct link between a happy work force and quality service to clients. Therefore, considerable importance is placed on creating the kind of work environment that leads to a motivated and enthusiastic staff.

Some aspects that have been targeted to date include monitoring of staff morale, the creation of a statement of institutional values, and increased attention to occupational health and safety issues.

There are two key steps to ensuring a healthy work environment: the first is to survey staff on how satisfied they are with various aspects of their work;

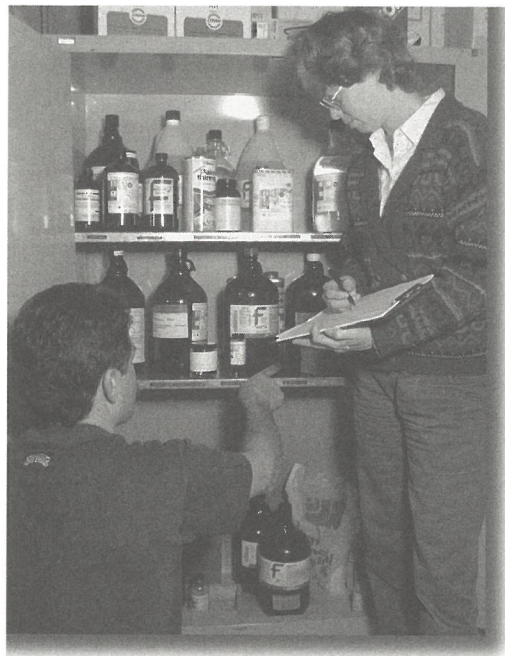
and the second is to analyse the results and develop strategies to improve areas that appear problematic.

With the help of a management consultant, a comprehensive morale survey was designed in 1995–96. This survey, with 22 questions on matters such as satisfaction with internal communication, flexibility of work conditions, workload, clarity of roles and responsibilities, the appraisal process, and pay and benefits, is administered to all staff on an annual basis. The results for the June 1997 survey showed that the Composite Morale Index (the average of all 22 questions) had increased to 84% satisfaction, from 79% in fiscal year 1996–97 and 77% in 1995–96,

thus achieving the objective of 83% that had been set. Key areas such as communication, leadership, and recognition, which had been potential problem areas initially, all showed notable improvement. The results of the survey were distributed to all staff.

A similar 21-question survey dealing with the extent to which staff conduct themselves in accordance with CCI values was designed in 1996, and is also being administered annually. The results of the October 1997 survey revealed a high level of satisfaction with the behaviour of staff and management in the workplace; the average of all questions was 89% satisfaction, unchanged from the results of 1996–97. In addition to the morale survey, a CCI Code of Conduct expressing how staff expect to be treated at CCI, and how they are expected to treat others, was finalized in 1997.

In the area of occupational health and safety: periodic inspections of laboratory and office spaces were carried out to identify safety deficiencies, including eye wash stations and emergency showers, as well as air quality and ventilation standards; a review of the current chemical inventory system and MSDS (materials safety data sheets) lists was completed; fire evacuation procedures were reviewed, resulting in the addition of two new fire zones and changes in reporting procedures after evacuation; staff training was provided for first aid and cardiopulmonary resuscitation, as well as annual WHMIS (Workplace Hazardous Materials Information System) updating; and the Occupational Safety and Health Committee was available to respond to staff enquiries.



Laboratory inspection of solvent storage cupboard.

Financial Statement 1997-98

Appropriation (including vote-netted revenue)		5,919,849
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Carry-forward from 1996-97		205,572
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Earned Revenues:

Publications and Specialized Products	43,326	
Conservation and Scientific Services	300,837	
Library Services	3,493	
Exhibit Transportation Services ¹	<u>937,130</u>	1,284,786

Total Operating Budget		7,410,207
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Expenditures:

Salaries		4,065,284
Postage and Freight	26,246	
Communications	85,765	
Information and Printing	59,953	
Professional and Special Services ²	966,331	
Travel ³	136,944	
Rentals	42,336	
Repair and Maintenance	100,236	
Utilities, Materials, and Supplies	518,115	
Acquisition of Machinery and Equipment	52,377	
Reimbursement of Vote-netted Revenue	<u>950,000</u>	2,938,303

Canada's Membership Fee to ICCROM		<u>71,834</u>
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Total Expenditures		7,075,421
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Balance		334,786⁴
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Note: This is not an audited financial statement.

¹ The Financial Statement includes the Exhibit Transportation Services.

² Professional and Special Services include contractual work, consulting and advisory contracts.

³ Travel includes museum and site visits, conference attendance, professional association business, and travel for training and emergency services.

⁴ The carry-forward of funds is governed by Treasury Board policies.