

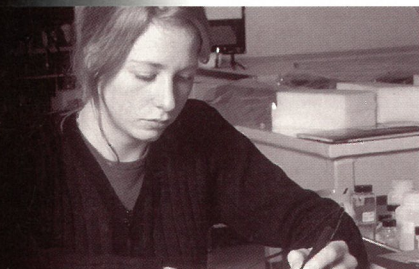
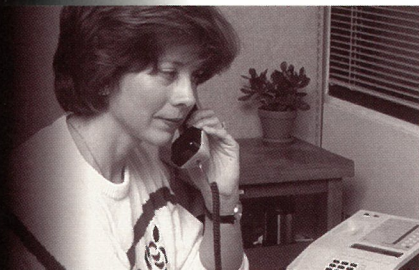
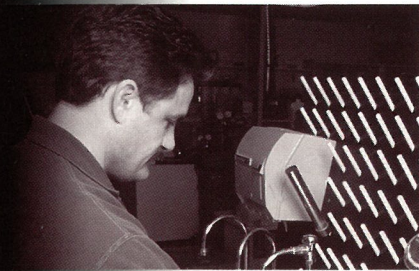
CANADIAN
CONSERVATION
INSTITUTE



INSTITUT
CANADIEN DE
CONSERVATION

Annual Report

1998-99



Canadian
Heritage

Patrimoine
canadien

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

For additional copies or for further information
about CCI services or programs, please contact

Client Services
Canadian Conservation Institute
1030 Innes Road
Ottawa ON K1A 0M5
Canada
Tel.: (613) 998-3721, ext. 406
Fax: (613) 998-4721
E-mail: cci-icc_services@pch.gc.ca

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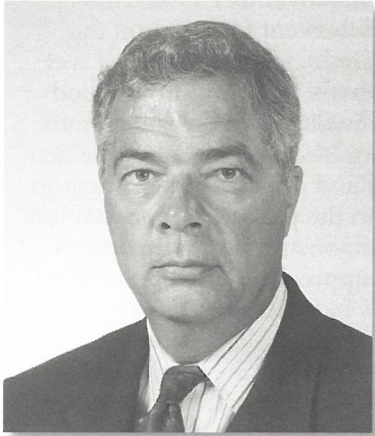


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Introduction

Working toward the preservation of Canada's heritage remains the fundamental raison d'être for the Canadian Conservation Institute (CCI). The 1998–99 fiscal year saw the continuation of conservation research and treatments, and some of the remarkable achievements in this regard are described in the pages of this report. However, lying behind these few examples is a record of dedication and service by many CCI staff members, not only in the past year but also in the years since the Institute was created in 1972.



CCI has, in recent years, gone through a rigorous process of reviewing its strategic directions. During the past year, special emphasis has been placed on familiarizing colleagues across the country with the results of this review. To ensure that future directions remain based on client needs and interests, CCI is determined to maintain (and strengthen) ties with the heritage community. Several concrete measures have been taken to support this communication.

To facilitate enquiries and ensure rapid response, a Client Services function was established to provide clients with a "front door" to all CCI services. Linked to this is the development of a client satisfaction questionnaire which will be sent to all clients on completion of a project. This will allow CCI to measure the level of satisfaction with the service received, and ultimately provide guidance in ways to improve service.

To ensure that future research projects reflect client needs, CCI developed a proposed research agenda, distributed it throughout the conservation community, and invited comments. The reaction has been positive, and many useful suggestions for modifying or strengthening the research program have been received. These will be factored into CCI's work plans as future projects are developed.

Work has proceeded on upgrading the CCI Web site. The original site, launched in July 1996, has always been popular with users, but it provided only basic information about CCI and its activities and services. The new and improved site will cover a much broader range of information and, with an

automatic feedback form and an online bookstore, will provide users from the conservation community with easy access to CCI. Look for the new site (www.cci-icc.gc.ca) to be launched in late spring 1999.

CCI publications continue to be a prime method of sharing knowledge and expertise with clients. In addition to *CCI Newsletters*, *CCI Notes*, and *Technical Bulletins*, two significant books were published this year on mount-making and on historical musical instruments. Information about CCI publications and special products is available to clients in the new CCI publications catalogue and also on the Web site.

Another priority at CCI, one that is shared by many in the conservation world, is education and training. CCI has invested a considerable amount of energy in developing a revamped program of workshops and seminars. This has included the recruitment of a professional trainer who is busy modernizing the offerings and the skill levels of CCI trainers. The initial response to this effort has been more than encouraging; however, this remains an area for strengthening and improvement, and CCI is actively seeking constructive criticism from those who are using these services.

CCI also worked with the Canadian Heritage Information Network and the Canadian Museums Association to develop and launch the Centre for Exhibition Exchange. This project consists of a database of information about existing and planned travelling exhibitions, intended to stimulate and facilitate the development and movement of travelling exhibits across Canada.

These activities highlight CCI's commitment to collaborating with their many clients and partners in the heritage world, but your participation is also necessary. Please write, call, or e-mail CCI with your comments; your feedback and advice will help to shape future work programs. If CCI is to serve your needs, the dialogue must continue.

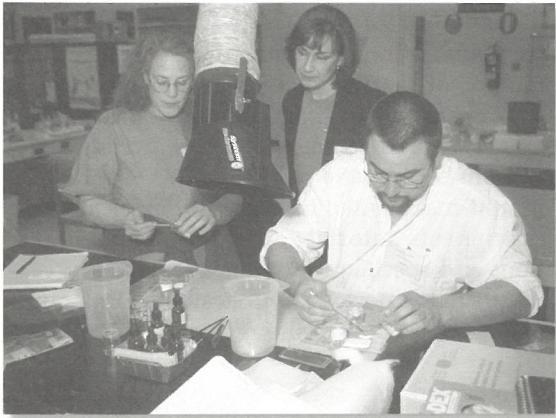
A handwritten signature in black ink, appearing to read "Bill Peters". The signature is fluid and cursive, with a large initial "B" and "P".

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

Serving the Canadian heritage community

Outreach Programming

As part of CCI's mission to disseminate conservation knowledge, the Canadian Outreach Program conducted seven educational events in 1998-99.



Advanced-level workshops at CCI include practical hands-on lab work.

Presented in cooperation with provincial museum, archival, and art gallery associations throughout the country, topics included care of industrial collections, emergency and disaster preparedness for cultural institutions, and

preservation management for seasonal museums. Two of the seminars, *Storage Planning for Cultural Institutions* and *Preservation of Optical Disks and Magnetic Media Records*, were offered for the first time.

CCI programs are currently in the process of being redesigned from a traditional range of stand-alone workshops to module-based programming. This approach will provide greater choice and flexibility to create workshops that are customized to client needs. Learning situations and activities that utilize participants' experiences and existing real-life problems of their institutions will be a major feature of this new format.

CCI staff also presented a workshop on making protective folders and boxes to conservation students in both the Collections Conservation and Management program and the Museum Management and Curatorship program at Sir Sandford Fleming College (Peterborough, Ontario), and lectures on plastics in museums, additives to paint varnishes, and synthetic paints to students in the Master of Art Conservation program at Queen's University (Kingston, Ontario).

Mid-career Professional Development

A new line of programming consisting of advanced-level workshops for conservators, conservation scientists, and professionals in other heritage fields (i.e. architects, archivists, archaeologists,

artists, and engineers) is underway. CCI hosted the first workshop in this program, *Archaeological Conservation: Specialized Techniques and Research for Wet Objects*, in November 1998. This intensive 4-day event focussed on the research, analysis, and treatment of wet organic materials, iron, and iron/wood composites. Twenty-two delegates from such far-flung locations as Cairo, Mexico City, and Iceland attended the workshop. In addition to the practical, hands-on lab work and demonstrations, participants particularly appreciated the opportunity to visit CCI's facilities and to exchange information through discussion periods and participant talks. Due to the tremendous success of this workshop, it will be offered again in April and in October 1999. The second workshop in the program, *Adhesives for Textile and Leather Conservation: Research and Application*, will be given for the first time in May 1999.

Planning has begun for *Symposium 2000 - The Conservation of Heritage Interiors*. To be held in Ottawa in May 2000, this international symposium will emphasize the professional collaboration necessary to plan and execute successful conservation projects in historic interior spaces.

Internships

CCI hosted internships for three Canadians and seven individuals from abroad (Spain, France, Austria, Germany, and Sweden). Interns gained valuable experience working under the collaborative, guided supervision of conservators and conservation scientists conducting analyses, treatments, and research projects. One Canadian internship was funded by the Young Canada Works program, which seeks to facilitate the transition from the classroom to the workplace.

Analytical Research Laboratory

The Analytical Research Laboratory (ARL) undertakes physical and chemical analyses of the materials and structure of artifacts for Canadian museums, art galleries, and archives.

Research continued on the Canadian Artists' Materials Project, an ongoing study of the pigments, media, and

techniques of artists including Paul-Émile Borduas, Alfred Pellan, David Milne, and Tom Thomson. This year the project was expanded to include analyses of paintings by Jean Dallaire in conjunction with an exhibition in 1999 organized by the Musée du Québec. As well, the materials of Frederick H. Varley were analysed for the Frederick Horsman Varley Art Gallery of Markham, and the information obtained will be included in an exhibition in 2000.

Eighty-eight analytical projects were undertaken during the past year, including studies of van Dyck's *Suffer Little Children to Come Unto Me* and Poussin's *Landscape with Woman Washing her Feet* (National Gallery of Canada); several paintings by Frère Luc (various institutions); *Sans titre N° 39* by Paul-Émile Borduas for the Centre de conservation du Québec; four early Netherlandish panels for the National Gallery of Canada and the McMaster Museum of Art; and a collection of Renaissance architec-

tural prints for the Canadian Centre for Architecture. Fresco fragments from the Petra Great Temple and from al-Humeima, Jordan, were analysed, and photographic coverage of the Mazinaw Lake pictograph complex in Bon Echo Provincial Park was resumed. A Northwest Coast canoe, Northwest Coast copper mask, two First Nations paint bags, inks from a Micmac prayer book, and materials from a caribou skin tipi illustrate the great diversity of materials studied.

ARL also participated in a major study of materials of the exterior and interior of the Library of Parliament in conjunction with Restorart Inc. and Natural Resources Canada (Materials Technology Laboratory). As part of a collaborative project with McGill University (the faculty of Occupational Health Sciences) to study the distribution and effect on air quality

of arsenic compounds, ornithology specimens in the Redpath Museum were analysed by X-ray spectrometry.

Throughout the year ARL staff presented lectures on various subjects such as developments in infrared spectroscopy and research on the natural and synthetic iron oxide pigments. Several studies were published, including a joint study with the Centre de conservation du Québec on the interior décor of the Ursuline Chapel in Québec City. A joint study on the source of meteoritic iron in Thule Inuit and Dorset Culture artifacts from the Canadian Arctic was presented to the Geological Society of America.

Conservation Processes and Materials Research

Conservation Processes and Materials Research (CPMR) carries out research in support of both conservation treatment and the development of conservation materials and standards for conservation materials. A particular focus is the conservation treatment and development of new methods of treatment for archaeological finds.

More than 60 research and development projects were actively pursued throughout the last year, highlights of which are outlined below.

Treatment was begun on a WWI geophone that was recently recovered from Vimy Ridge in France. (During WWI armies dug extensive tunnels under each other's lines, and filled them with explosives. During an advance the mines would be blown up to disrupt the enemy front. Geophones were used to listen to enemy movements and tunnelling activities.) The recovered geophone is a complex composite of wood, several types of metals, paint, and insulated wires. Each material requires an individual conservation treatment that may not be compatible with any of the other materials, making this artifact a challenge to treat.

New research was initiated into modern information carriers, e.g. CD-ROMs, magnetic media, etc. Co-sponsored by the Canadian Council of Archives (CCA), the study focussed on an evaluation of techniques used in the recovery of media



A sample is removed for analysis from the weather vane on top of the Library of Parliament, Ottawa.

from disaster situations such as fire or floods, which usually result in water-soaked objects. To determine their vulnerability to immersion, a variety of read-only and recordable compact discs as well as magnetic diskettes were soaked in purified water, tap water, and artificial seawater, followed by drying methods such as air-drying, oven-drying, freezing, and vacuum freeze-drying. There were major differences among the tested media, but all were damaged by water; the damage could be mitigated by reducing the time of exposure and using simple air-drying procedures.

Adhesives are one of the most important materials used by conservators. Poly(vinyl acetate) (PVAC) emulsion adhesives possess the strength and handling properties needed for many treatments, and are widely used in conservation. However, on ageing they become acidic and brittle. Therefore an improved PVAC adhesive formulation more suitable for conservation use has been sought. Earlier work showed that vinyl acetate/ethylene (VAE) copolymer emulsions were most suitable as a base, and after 5 years of study an initial evaluation

of the physical/chemical effects of various common modifiers was completed. Unfortunately most modifiers were found to reduce the stability of the base resin. In the future, as new understanding of modifiers that have minimal impact is developed, recommendations can be made for a suitable conservation formulation.

Staff of CPMR produced a number of technical publications throughout the year in areas such as paper, metals, paintings, polymers, textiles, and archaeology. *The Corrosion of Excavated Archaeological Iron with Details on Weeping and Akaganéite* by L.S. Selwyn, P.J. Sirois, and V. Argyropoulos [in press] is typical; it marks the culmination of many years work, and is a major step forward in advancing the general understanding of the processes of corrosion for archaeological iron.



This WWI geophone is a complex composite of various materials, making this artifact a challenge to treat.

Exhibit Transportation Services

Exhibit Transportation Services (ETS) is a cost-recovery service that provides quality transportation and storage for fine art and exhibitions across Canada, thus enabling museums to exchange exhibitions and share stories.

Demand for service remained high over the last fiscal year: ETS trucks covered more than 524 000 km (a 14% increase in distance) and served 127 institutions across Canada; the secure, climate-controlled vault, which is available for long- or short-term storage for museum collections, was also heavily used (close to 100% capacity).

ETS continued to be the primary financial backer for the Centre for Exhibition Exchange (CEE). Given the increased focus on travelling exhibitions in the Museums Assistance Program, and initiatives such as the CEE, it is anticipated that the demand for fine art transportation across Canada will continue to increase in the coming year.

Preventive Conservation Services

Preventive Conservation Services (PCS) conducts research and provides services to clients in areas such as integrated pest management, damaging volatile emissions, museum lighting, relative humidity, temperature, packing of artifacts, and emergency preparedness planning, and plays an advisory role in the monitoring and planning of many museums.

For a number of years PCS has been working on a museum survey protocol and database that will guide the user in making observations about the condition of a museum building and collection, assessing risks, and then producing a report. This tool has been developed as part of a collaborative project with the Department of National Defence (now in its third year), in which all of the Canadian Forces Museums across the country are being surveyed to get an overall assessment of the condition of their collections. During the past year, a private-sector contractor carried out the site surveys, entered the data, and wrote some of the final museum reports. This experienced surveyor contributed dozens of corrections and improvements to the survey tool and its methodology, ensuring that the final

product will interest the private-sector community. The museum report generation has now shifted from a traditional word-processing method to a database driven report, with sorted recommendations and affiliated colour photographs.



Staff of PCS provide comprehensive services to assist in the planning and development of museum facilities.

PCS reviewed several museum plans in detail during the past year, and an Emergency Preparedness Plan was developed for the Canadian Museum of Nature Collection Facility. Application reviews were

carried out for two programs administered by other sectors of the Department of Canadian Heritage: 25 for Moveable Cultural Property and 25 for the Museums Assistance Program. As well, a prototype project, in collaboration with a private engineering consultant, was initiated to explore the application of energy saving retrofits to museums and galleries, whereby the future savings entirely fund the project. This concept is not new, but PCS can offer clients crucial corollary advice as to the projected welfare of their collections.

Staff of PCS often contribute to publications beyond CCI when it is clear that such publications will become guidelines for Canadian collections. During the past year, two chapters on pest management were written for *Managing the Modern Herbarium*, sponsored by the Royal Ontario Museum; a chapter on systematic preventive conservation was written for *Modern Art: Who Cares?*, a multinational project sponsored by the Netherlands Institute for Cultural Heritage; and after 3 years of collaboration with the American Society of Heating, Refrigerating and Air-Conditioning Engineers (ASHRAE), a new chapter "Museums, Libraries, and Archives" was completed for the 1999 *ASHRAE Applications Handbook* (which is likely to become the standard reference for mechanical engineers throughout North America when designing museum systems).

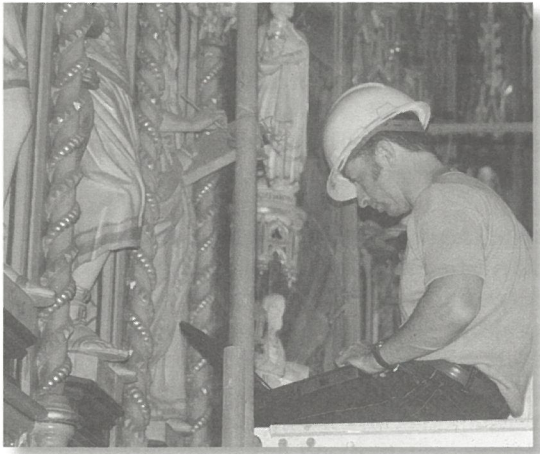
Treatment and Development

Treatment and Development (T&D) carries out artifact treatment, develops new treatment methods and equipment, provides consulting services, and delivers a wide range of specialized training.

The 1998–99 year saw an expansion in the range of activities and an increase in the collaborative efforts within the institution and with private- and public-sector partners. The collaborative spirit was especially evident in the area of architectural services. Teams from T&D, with the support and backing of CCI's scientific and administrative staff, forged ahead with new and important projects. Using the previous year's *Centre Block—Interior Conservation Guidelines* as the accepted description of the conservation interventions necessary to ensure the preservation and enhancement of the interior heritage values and assets of the Centre Block of Parliament Hill, the CCI team partnered with the Heritage Conservation Program of Public Works and Government Services Canada (PWGSC) to develop preliminary class "D" estimates for the conservation of the building interior. Now the costs of the necessary conservation activities can be accounted for in the planning of preservation activities that will eventually be carried out by a growing number of private-sector firms active in the built heritage sector.

A similar collaboration was formed between CCI, Parks Canada, and a private-sector firm to complete a prototype development project; in this case, treatment methodologies, costing, and documentation were used to develop a public tender process for the conservation of the bronze windows and grills of the PWGSC-owned Bank of Montreal Building at the corner of Wellington and O'Connor in Ottawa. The treatment reinstated the playful polychrome of one of the decorative grills, an image that had been lost under 50 years of black paint and corrosion. The effect can now be evaluated, and with the aid of the extensive project documentation an accurate project specification has been developed.

T&D paper conservators, in cooperation with private-sector conservators and colleagues at CCI, delivered several projects to new clients. Notable among these were two projects for PWGSC: a collection survey followed by criteria and guidelines for moving the Library of Parliament collection for the Parliamentary Precinct Directorate; and the development of a flattening procedure to permit reproduction of more than 4000 blueprints for the Heritage Conservation Program (this project involved the development of



A condition survey is carried out on the interior of Notre-Dame Basilica in Ottawa.

specialized equipment, an innovative treatment design, and long hours of hard work by the private-sector partners).

T&D's areas of service are very wide-ranging, and reflect the diverse challenges facing the conservation community in Canada. Notable examples during the past year include:

- supervision and guidance of a television crew filming several scenes for a forthcoming miniseries on the A&E channel (*The Fabulous Showman P.T. Barnum: Inventing the American Age*) in the historic Haskell Opera House, Stanstead, Quebec;
- on-site consultations, written reports, and telephone/e-mail consultative advice for municipalities with large artifacts (e.g. locomotives, airplanes, and naval guns) displayed outdoors;
- rehabilitation (with a private-sector partner) of the white oak interior of the Prime Minister's office on Parliament Hill;
- a survey of almost 200 art objects in Notre-Dame Basilica in Ottawa (including guidelines for the tendering of the treatment of this artwork to private-sector conservators).

The T&D labs also continued to treat a wide range of artifacts (e.g. a Queen Anne doll, a military tunic, regimental colours, a geophone and a pipe from the trenches of the First World War, watercolours, oil paintings, and an icon) for museums across the country. One particularly high profile project was the McCrae medals, treated at CCI after their generous donation to McCrae House (part of the Guelph Museums).

The treatment of one silkscreen on canvas (*Legend of Red Lake* by Josh Kakegamic, owned by Otonabee College, Trent University) prompted discussions among conservation scientists and paintings,

textiles, and paper conservators regarding the treatment of stains on fabric supports. Working together, these experts devised a technique that included an innovative approach to rinsing, a reducing bleach, and an improved suction device to remove tide lines and other disfiguring stains. This method was used successfully in the treatment of *Océanie, la mer*, a large silkscreen by Henri Matisse from the collections of the National Gallery of Canada. Information and experience gained during this treatment will be disseminated in future publications and workshops.

Seminars and workshops continued to be a major part of T&D's contribution to information dissemination. In addition to courses offered through CCI's outreach programming, presentations were given for ICCROM (*Deterioration of Museum Collections* course in Mombasa, Kenya) and PREMA (*Mounting and Transportation* course in Cape Coast, Ghana).

Publications

CCI's publications are known and respected throughout the world, and the list of titles grows each year. New offerings for 1998-99 included two significant books: *The Care of Historic Musical Instruments*, a partnership between CCI, the Museums & Galleries Commission (UK), and the International Committee of Musical Instrument Museums and Collections of the International Council of Museums, with financial assistance from the John S. Cohen Foundation; and *Mount-making for Museum Objects*, in collaboration with Le Centre de conservation du Québec. The latter book was especially well received, rapidly becoming one of CCI's best sellers.

This year also saw the introduction of a new publications catalogue. Designed to be user-friendly as well as informative, the catalogue includes listings for more than 130 publications and special products along with descriptive summaries. To facilitate ordering for clients outside Canada, prices are quoted in Canadian and American dollars. After making their selection, clients can place orders by mail, phone, fax, or e-mail. The additional convenience of ordering online will be available in late spring 1999, when the catalogue is posted on the revamped CCI Web site.

Library

The CCI library houses one of the finest literature collections in the world relating to conservation and museology, and is well known to conservators, conservation scientists, and museum professionals in Canada and around the world.

Services to clients at home and abroad include inter-library loans, delivery of photocopies, and reference research. During the past year, fee structures for external clients were revised (fees for loans and photocopies were reduced

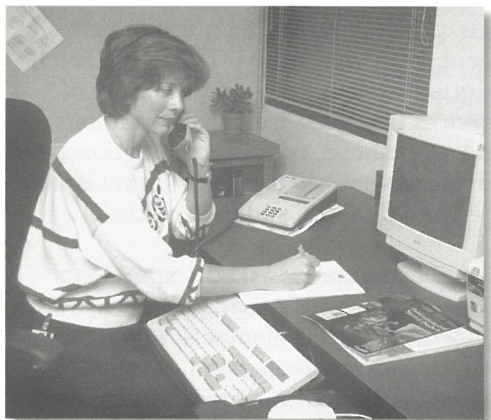
by 50% for Canadian clients, and shipping and handling charges were removed for all clients), the number of loans increased by 40%, and the number of reference queries made by external clients increased by 20%.

Library services have been promoted to new clients with a mailing to more than 200 institutions that offer museology or conservation training, and access to the collection will soon increase with the installation of the Sydney library catalogue on the new CCI Web site.

Improving services and increasing client satisfaction

Access to CCI

*To the enquirer, his query is of paramount importance, and not to be satisfied is a rebuff. There is, thus, for all enquiries, one golden rule - be as helpful as possible... [David T.D. Clarke. "Enquiries." p. 710 in *Manual of Curatorship, A Guide to Museum Practice*, ed. by John M.A. Thompson. Boston, MA: Butterworth-Heinemann, 1992].*



Enquiries are handled promptly and efficiently by Client Services.

CCI inaugurated its new Client Services unit on April 1, 1998. This new "front door" to CCI provides clients with access to all CCI services and programs, and handles requests for information.

CCI receives numerous enquiries each year. These come from the general public, the heritage community, artists, conservators, suppliers, and government agencies, to name but a few, and arrive via telephone, fax, in person, and, increasingly, the CCI Web site. Client Services handles general enquiries directly, and those requiring the advice of a scientist or conservator are referred to the appropriate expert. Follow-up ensures that enquiries are responded to promptly. Client satisfaction levels are also monitored as part of CCI's commitment to service excellence.

Research Planning

Conservation research has always been a primary activity of CCI, and the Institute has earned an international reputation for excellence in this area. The ongoing challenge is to ensure that the research results are useful, and contribute to the protection and appreciation of Canada's cultural heritage.

To increase communication with the heritage community, CCI has taken steps to set up two advisory groups to comment on the ongoing research, and that which is planned. For several years meetings have taken place with members of the Preservation Committee of the Canadian Council for Archives, to discuss projects concerning archival preservation. More recently, steps were taken to form a group with representatives from the Canadian Association for Conservation of Cultural Property (CAC) to provide a similar role on a wide range of projects.

CCI is also working to publicize more widely their ongoing research projects. A template was drawn up, and information is being gathered on approximately 60 current research and development projects. When completed, this document will provide the reader with an understanding of the nature of a project, and its status; it will also provide an entry point to CCI's research activities and allow interested parties to contact the researcher if they require more detailed information. A draft summary will be presented for comments at the CAC conference in May 1999, and the final document will be published on the CCI Web site in the coming year.

The two research advisory committees and the increased distribution of information are intended to achieve two goals: first, to give the heritage community a better understanding of the nature and range of CCI's work in this area; and second, to encourage conservators and others active in the heritage field in Canada to participate in CCI research activities (either as members of an advisory committee or as individuals) by giving us their comments on present or future research.

Centre for Exhibition Exchange

The concept of the Centre for Exhibition Exchange (CEE) was suggested in the mid-1990s by Exhibit Transportation Services (ETS) as one means of stimulating more movement of exhibitions and generating more business for the service. An agreement on the formation of the service was reached in 1997, and CEE was founded in 1998. Administered by the Canadian Museums Association (CMA), CEE is a collaborative project among CCI, the Canadian Heritage Information Network (CHIN), and CMA. It is funded primarily through revenues generated by ETS.

The CEE project is intended to stimulate and advance the development and movement of travelling exhibits across Canada. It includes two major aspects: a centralized information service, and a centralized coordination service.

The information service consists of a Web site (<http://www.chin.gc.ca/cee/>) designed to centralize, maintain, and increase the flow of information on travelling exhibits to museums and related heritage institutions in Canada. Launched in November 1998, the site contains a database of exhibits; participating institutions are encouraged to enter information on their exhibitions (current or planned) and their itineraries, thereby enabling other institutions to see what exhibitions are available and providing a contact point for the exchange of exhibitions.

The coordination service will be developed over the coming year. Aimed primarily at medium-sized institutions, it will provide assistance in setting up and managing the circulation of travelling exhibitions.

CCI and CEE were both involved in planning *Exhibition Exchange in Canada: Examining Barriers and Finding Solutions*. This symposium, hosted by the Exhibition Exchange Special Interest Group of CMA,

was held at the National Museum of Science and Technology and CCI from November 21 to 23, 1998. It included not only a number of keynote addresses, but also discussion groups in which delegates from across Canada identified what they considered to be the major impediments to travelling exhibitions, along with possible solutions. The top-rated recommendation to come out of the conference was to increase communication on travelling exhibitions within the heritage community; this included a strong endorsement for CEE and its activities. A final report on the symposium will be published in spring 1999.

As of March 1999, 61 exhibitions from 18 different institutions were listed on the CEE Web site. In the coming months, all of the partners in the CEE project will continue to promote the use of this site; as the number of contributors to the database increases, so will its usefulness.

Client Satisfaction

Increased responsiveness to client needs, and a commitment to high levels of service excellence, are key elements of CCI's goals. As a means of gauging client satisfaction with specific projects or services, a new practice of mailing questionnaires to clients was established. The initial batch of questionnaires covered a variety of services (analysis, treatment, seminars and workshops, on-site consultations, and advisory services) to clients from Canada, the United States, and Switzerland.

The questionnaires asked respondents to rate their levels of satisfaction with the following discrete elements: application process, acknowledgement of initial request, explanation of fees, explanation of service to be provided, communication during the project, promptness of service, usefulness of service provided, dealings with staff, and the overall value.

Ninety percent of the clients gave the particular service they received "satisfied" or "very satisfied" ratings across-the-board. Some respondents were kind enough to write complimentary letters, mentioning specific staff by name. This feedback provides a sense of satisfaction for a job well done. Several suggestions for improvements, and comments about what could have worked better, were also received. These serve as a reminder that further work is required (and will be undertaken) in some areas.

Generating increased revenues to ensure stability and growth of services

CCI has suffered significant budget reductions over the last 5 years. To compensate for these losses in government appropriations, the Institute has had to rely increasingly on earned revenue to finance basic operations and sustain service delivery capacity.

The overall revenue objective for the 1998-99 fiscal year was \$1,235,000. This target was not only met, but exceeded, with the final total reaching \$1,435,190. The figure below shows a breakdown of revenue by service type and activity.

This earned revenue covered 72% of CCI's total expenditures (excluding salaries) for the year, and it is expected that earned revenue will have to fund an increasingly large percentage of CCI's operations and services in the future. This reliance on earned revenue has had a profound impact on how CCI manages its resources to meet the requirements of the heritage institutions in Canada.

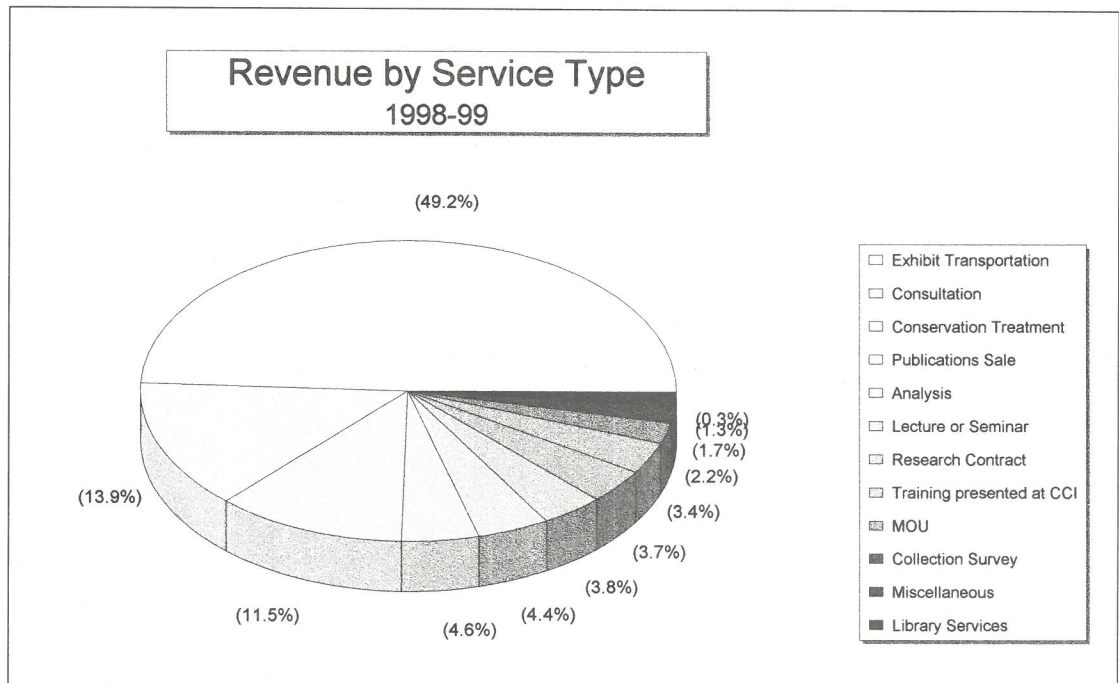
Marketing

A key element in the success of any revenue generation strategy is a comprehensive plan for marketing the available services to potential clients, and 1998-99

marked the second year of active marketing activities at CCI. With a wide range of promotional products in place (stationery items, brochures, a new publications catalogue, kit folders, etc.), this year's Marketing Plan focussed on a balanced mix of initiatives.

A cost-effective, comprehensive advertising campaign using the existing network of publications produced by Canada's provincial museum associations ensured that museums and galleries were kept aware of the services and products available from CCI. In addition, specialized products and services were promoted to selected groups of potential clients through promotion in targeted publications and direct mail initiatives. To complement these efforts, CCI was also represented at a number of key meetings and conferences in Canada and the United States.

Future marketing strategies will be identified and developed through the implementation of evaluation systems to determine the effectiveness of the current plan. This system includes the collection of information from several sources, including Client Services, the environmental scanning group,



and the results from surveys designed to determine client satisfaction levels and general awareness about CCI's products and services.

Partnerships

Innovative approaches to the delivery of services have resulted in a number of successful partnerships and collaborative agreements which have benefitted both the heritage institutions and the Canadian conservation community. In 1998–99, CCI completed its research to determine which factors affect the permanence of paper in order to improve the condition of future archival and library collections; this pioneering research was funded through a collaborative agreement with the American Society for Testing and Materials. Based on the results of this research, discussions on Canadian and international standards for permanent paper will continue in the coming year. CCI, in partnership with the Department of National Defence, also developed and tested a survey tool and protocol to guide and assist practitioners in assessing the condition of heritage collections, and identifying priorities for collections care. The tool was used last year to survey 15 Canadian Forces museums in Quebec, Manitoba, Saskatchewan, and Alberta; further refinements will be made this year when more museums in Quebec and British Columbia are surveyed. Investigations into the viability of commercializing this product will be carried out over the coming years.

Projects such as these, as well as other services delivered in 1998–99 on a revenue generating basis, provided more than \$655,264 in business for the private sector. As the demands for CCI's services continue to grow and the scope of conservation activities expands in areas such as the built heritage sector, new opportunities

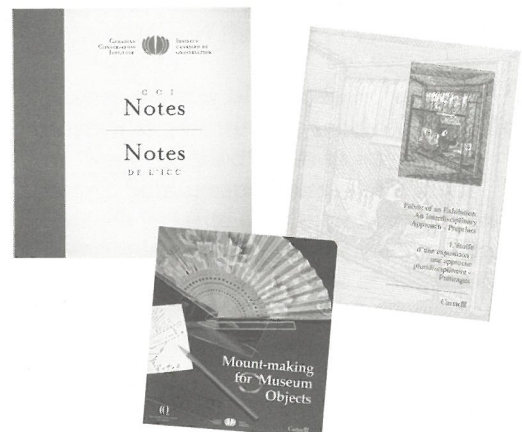
for private-sector conservation professionals will also be created. CCI remains committed to sharing the responsibility for project delivery to an expanding group of project managers and private-sector firms.

Publications

The dissemination of conservation information is a key component of CCI's mandate. This is achieved through publishing articles in technical journals, presenting research results at conferences, and posting various information and documents on CCI's Web site, as well as producing publications and products.

The sale and distribution of CCI publications and products enjoyed significant growth in 1998–99, which can be attributed to the production of new materials, increased marketing and promotion, and the release of a redesigned, user-friendly catalogue. Revenues from publication sales reached \$68,567, a 55% increase over the previous year. Sales to Canadian clients accounted for 33% of revenues, those to American clients 35%, and those to the rest of the world (mostly Europe) 32%, clearly indicating CCI's strong international role and reputation.

Sales of the newly released *Mount-making for Museum Objects* generated 27% of total revenues for the year. The *CCI Notes* series continued to be a strong seller (accounting for 31% of total sales revenue), and the symposia proceedings and products related to preventive conservation and care of collections also remained popular.



Creating a healthy and stimulating work environment

CCI recognizes that there is a direct link between a happy work force and the quality of service that clients receive. With this in mind, considerable importance is placed on creating the kind of work environment that leads to a motivated and enthusiastic staff. Areas that have been targeted include staff morale, institutional values, and careful attention to occupational health and safety issues.

Commitment to Staff

When CCI embarked on a process of strategic change several years ago, staff and management agreed to work together to set directions, choose priorities, and make decisions. As a means of tracking

the satisfaction with this arrangement, morale and values surveys are administered to staff annually.

These surveys are useful in pointing out the areas where the system is working well, and also where there are problems that need to be addressed. The results assist in the

development of plans to address areas of weakness; subsequent surveys then monitor the degree to which these have been successful.

One of the areas that has consistently been identified as needing improvement is that of internal communications. As CCI has chosen a participative approach to management and decision-making, it follows that the provision of pertinent and timely information is a key to ensuring that staff and management alike are able to play an effective role in this process. Although a number of changes have been made in the

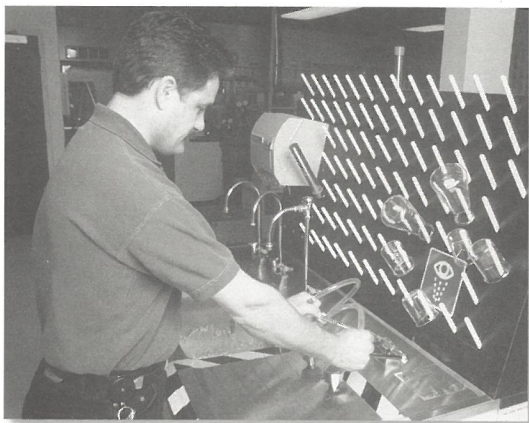
way information is organized and made available, including the use of new information technologies such as electronic bulletin boards, staff have clearly indicated that more work is needed in this area.

The surveys indicate that real progress has been made with regard to how people feel about their working conditions, and the role they play in determining how their work is carried out; but there are still concerns about the overall direction of the Institute, and the manner in which staff achievements are recognized and rewarded.

These issues are crucial to the future success of the Institute, and CCI is committed to collaborating with staff to find ways to resolve them. The frank and constructive expression of views by staff is one of CCI's greatest strengths, and it will continue to provide direction in the coming years.

Occupational Health and Safety

The role of the Occupational Health and Safety Committee is to promote a safe work environment and to respond to staff enquiries and concerns. To this end, periodic inspections were carried out in the laboratories and offices to identify safety deficiencies, and a regular program of flushing the eye wash stations and emergency showers was instituted. As a result of a previous review of the chemical inventory system, a new software was purchased that enables better handling of this system. More staff were trained in the areas of first aid, cardiopulmonary resuscitation, and WHMIS (Workplace Hazardous Materials Information System), and the Committee drafted guidelines for chemical labelling, safety of visitors to CCI, employees working alone after hours, and areas in the building requiring the use of personal safety equipment.



Laboratories are inspected to identify safety deficiencies.

Financial Statement 1998–99

Appropriation	4,578,573
Vote-netted revenue ¹	1,850,000
Carry-forward from 1997–98	200,000

Earned Revenues:

Publications and Specialized Products	68,567	
Conservation and Scientific Services	675,583	
Library Services	7,108	
Exhibit Transportation Services	683,932	1,435,190

Total Operating Budget **8,063,763**

Expenditures:

Salaries		4,210,750
Postage and Freight	30,251	
Communications	74,474	
Information and Printing	104,609	
Professional and Special Services ²	894,737	
Travel ³	154,204	
Rentals	21,011	
Repair and Maintenance	179,296	
Utilities, Materials, and Supplies	316,488	
Acquisition of Machinery and Equipment	139,449	
Reimbursement of Vote-netted Revenue	1,850,000	3,764,519
Canada's Membership Fee to ICCROM		73,760

Total Expenditures **8,049,029**

Balance **14,734⁴**

Note: This is not an audited financial statement.

- 1 Vote-netted revenue is a financial mechanism used by the Federal Government to provide a draw on projected earned revenue.
- 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.