

Evaluation of the Canadian Conservation Institute (CCI), 2010-11 to 2015-16

CCI, a Special Operating Agency (SOA) advances and promotes the conservation of Canada's heritage collections to ensure heritage collections are preserved and accessible to Canadians now and in the future

CCI Program Theory



Research and Development (R&D):

independently or in collaboration with partners domestically or internationally to advance knowledge and conservation practices



Knowledge Sharing:

dissemination of conservation knowledge to Canadian heritage institutions and professionals through training, online resources and publications



Expert Services:

include treatments, preventive conservation, and scientific analysis to Canadian heritage institutions and clients

R&D activities are at the core of CCI's purpose and success as the results of research are integrated into CCI services, incorporated into publications, online information, and training workshops



Conditions to ensure the full implementation of the program theory



- ✓ Ability for the Institute to innovate, collaborate and co-operate in an interdisciplinary way with Canadian and international institutions
- ✓ Flexibility provided by SOA status related to administrative services to ensure service to Canadians

CCI is Relevant

- ✓ **Continued need:** Need for CCI's expertise to conserve and restore Canada's heritage artifacts because of limited funding and competencies of heritage institutions
- ✓ **Alignment:** With federal government priorities by contributing to Canada 150 and by prioritizing conservation treatments of artifacts that support the 2017 celebrations
- ✓ **Federal Role:** Distinguishes itself by the role it imparts to conservation R&D and the support it brings to heritage institutions in Canada by offering a complete suite of expert services that is not limited to conservation treatment

CCI had to adapt to numerous changes: Context and structural impacts

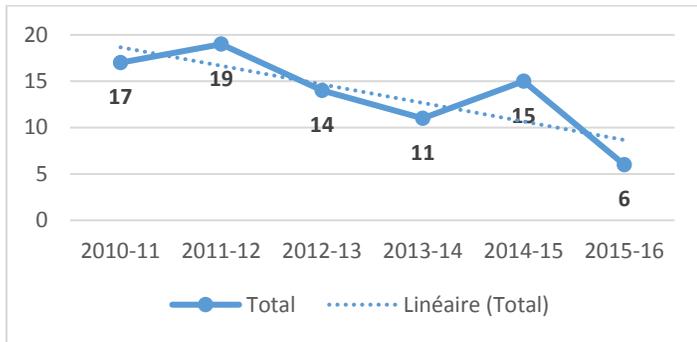
- ✓ *Deficit Reduction Action Plan* structurally impacted CCI:
 - CCI internal services centralized in PCH leaving CCI less able to directly address its unique needs
 - CCI's direct budget was reduced by approximately 40%
 - CCI underwent a reduction of one quarter (25%) of its positions to reduce overall costs:
 - 54.5% of administrative positions were lost or transferred to central services
 - 20.4% of positions related to all types of professional services were lost
 - Only positions related to knowledge sharing remained constant
 - Reduced international collaboration: CCI travels reduced by 70% during the evaluation period

Performance: CCI adapted to its context by reducing overall conservation activities while maintaining clients' appreciation of services

R&D: CCI's capacity to create new heritage preservation and conservation knowledge has diminished in recent years

⇒ Limited amount of R&D projects completed during the evaluation period, and important reduction in the number of new projects initiated during the last 3 years

Number of articles published in peer-reviewed and professional journals, 2010-11 to 2015-16



Source: CCI indicator reports

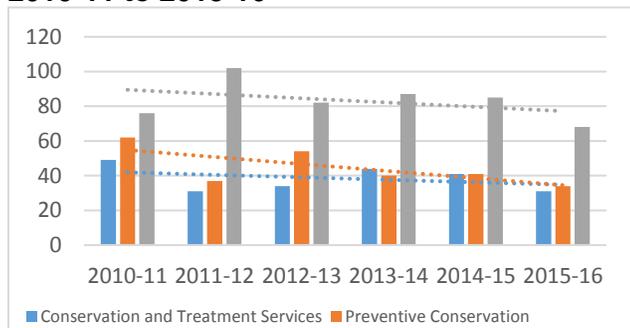
- ⇒ Fewer articles in scientific peer-reviewed and professional journals
- ⇒ Dwindling international presence of CCI noticed by its usual national and international collaborators
- ⇒ Fewer opportunities to create knowledge to support other business lines
- ⇒ Impact on achievement of results considering the importance of R&D in program theory

Knowledge dissemination: CCI maintained the intensity level of most of its much appreciated training activities

- ⇒ A diversity of professionals and institutions from all parts of Canada took advantage of CCI's learning opportunities and have improved their professional knowledge
- ⇒ CCI increased its knowledge sharing activities: resources available on its web and Facebook pages, and the number of conservation notes
- ⇒ Conversion of CCI website to the generic GofC website had a negative impact on accessibility

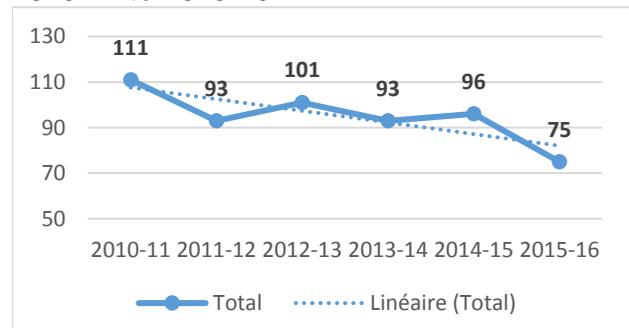
Expert services: CCI has reduced importantly the number of expert services provided to the Canadian heritage community, resulting in a diminishing number of heritage institutions being served annually

Number of expert services projects completed, 2010-11 to 2015-16



Source: PIMS, standardized reports, July, 2016

Number of unique heritage institutions served, 2010-11 to 2015-16



Source: PIMS, standardized reports, July, 2016

- ⇒ A variety of heritage institutions across Canada are using CCI's expert services
- ⇒ CCI restored and analyzed a large number of heritage objects and collections
- ⇒ Users of expert services have reported high levels of satisfaction with the services provided
- ⇒ Expert services helped heritage institutions better understand their objects and collections
- ⇒ Users have expressed some concerns about the length of time it takes to treat heritage objects

Efficiency

⇒ CCI was impacted considerably by the changes brought to its operational context and its ability to continue to provide timely expert services, including its capacity to plan the delivery of its services

Recommendations

1. CCI needs to explore the flexibilities needed for the attainment of the efficacy and efficiency required by its SOA status, and to implement efficient and simplified administrative internal services to ensure that it achieves its strategic and performance objectives and produces better results for Canadians.
2. CCI needs to enhance the accuracy and consistency of the performance data that it collects in order to report adequately on its results.