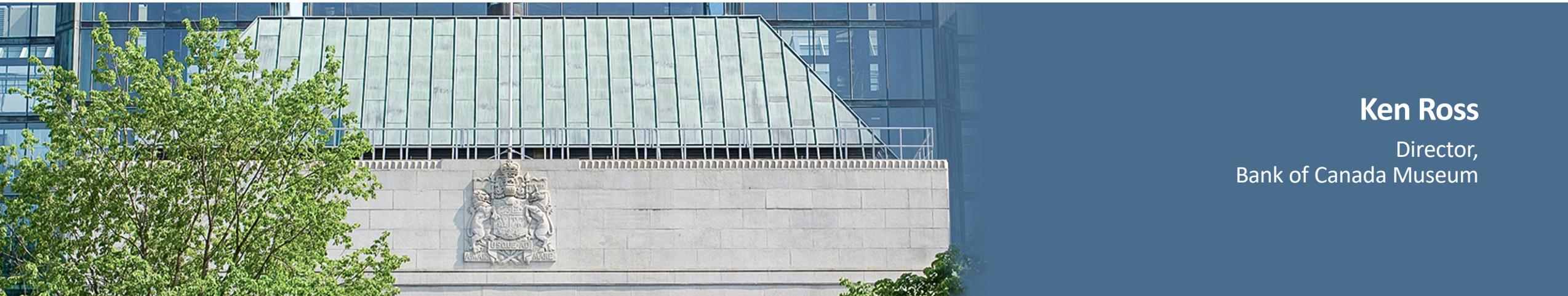


# Creating the Bank of Canada Museum



**Ken Ross**

Director,  
Bank of Canada Museum

# Context



# Context

## Initial challenges



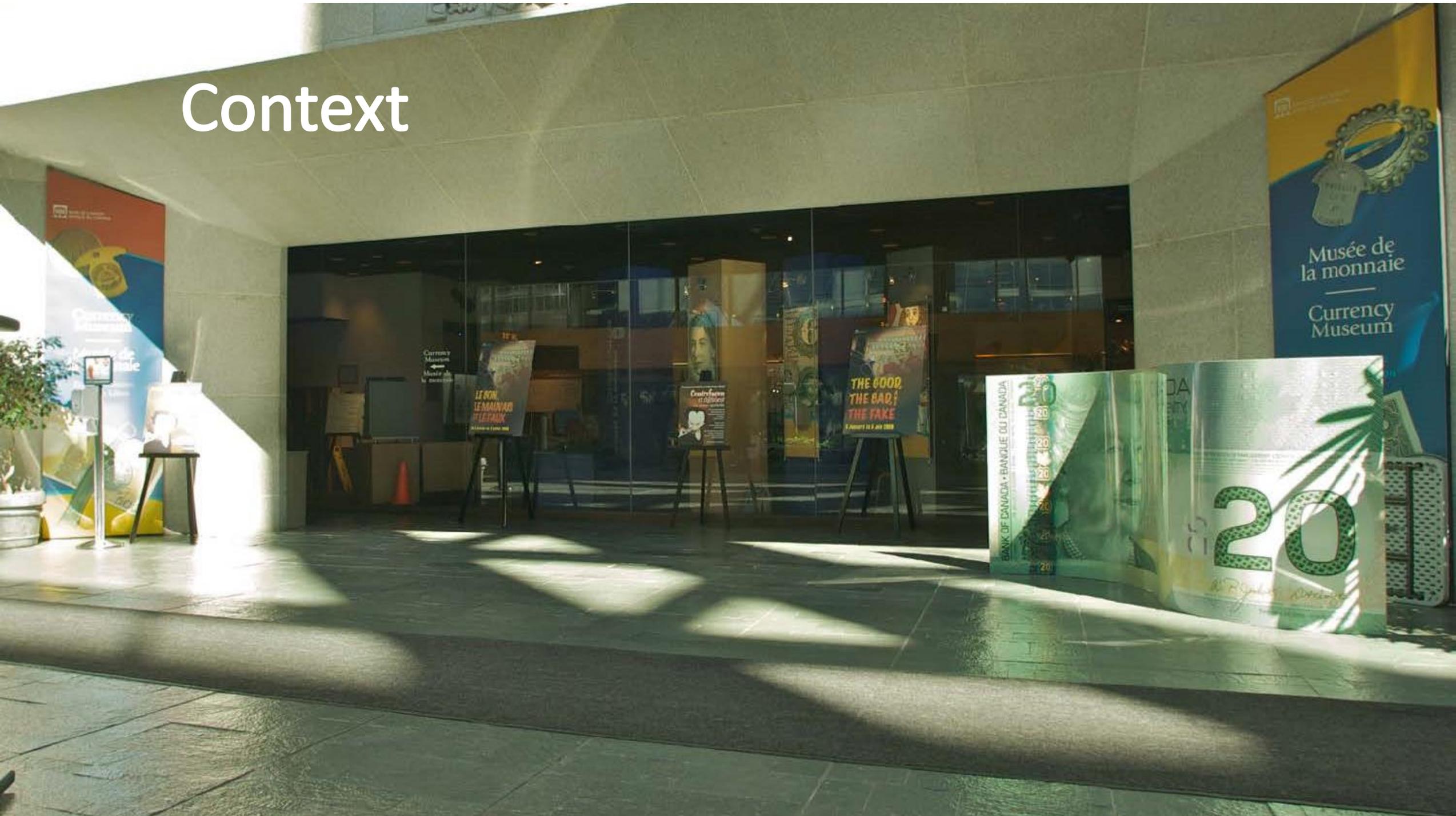
Context  
Initial challenges  
Planning process and governance



Context  
Initial challenges  
Planning process and governance  
Lessons learned



# Context







La prima moneta...  
La prima moneta...  
La prima moneta...

### Western Civilization's First Coinage

The City of Ancient Rome  
Ancient Rome was the most powerful and influential civilization in the Western world. It was a city of ancient Rome, a city of ancient Rome, a city of ancient Rome.

The City of Ancient Rome  
Ancient Rome was the most powerful and influential civilization in the Western world. It was a city of ancient Rome, a city of ancient Rome, a city of ancient Rome.

The City of Ancient Rome  
Ancient Rome was the most powerful and influential civilization in the Western world. It was a city of ancient Rome, a city of ancient Rome, a city of ancient Rome.



Boutique

Pay Here  
Thank You

Payez ici  
Merci



**5.2**  
magnitude  
earthquake





## NEWS GOES MOBILE



## NEWS FROM NEW SOURCES

NEWS FROM NEW SOURCES

By 2025, more people will be accessing the Internet via mobile devices than with desktop computers.

2010 Author: [Name] | 2010 | [Name]

News & Innovation

Evidence of Racism

Digital



Smithsonian  
Institution

POSTAL  
MUSEUM

NATIONAL



Smithsonian  
Institution

POSTAL  
MUSEUM

NATIONAL



... they had once been joined?  
... de l'AMÉRIQUE DU SUD ne correspondent-elle  
... à la côte occidentale de l'AFRIQUE, comme si elles  
... été réunies? »

ALFRED WEGENER, December / décembre 1910

THE CONTINENTS  
MUST BE MOVING

VISIBLEMENT, LES  
CONTINENTS BOUGENT!

L'AMÉRIQUE DU SUD  
se trouve à l'ouest de  
l'AFRIQUE, comme si elles  
avaient été réunies.



L'AMÉRIQUE DU SUD  
se trouve à l'ouest de  
l'AFRIQUE, comme si elles  
avaient été réunies.



Q. How do similar  
become distinct?  
Q. Comment les  
semblables se  
différencient-ils  
dans des milieux différents?

... get  
... apart?  
... mination



Instead of the animals and plants moving  
between continents, maybe it was the  
continents themselves that moved!

Et si c'étaient non pas les animaux et les  
plantes qui se déplacent d'un continent à  
l'autre, mais les continents qui bougent?



"natural selection is daily and hourly  
 silently and incessantly working"  
 « la sélection naturelle se produit tous  
 les jours et à chaque heure... silencieuse  
 et imperceptible... »

Charles Darwin

THEN  
Continental Drift  
A L'ÉPOQUE  
la dérive des continents

NOW  
Plate Tectonics  
AUJOURD'HUI  
la tectonique

MARIANO ELIA

# hands-on centre



miid@

MUSEO INTERACTIVO DE ECONOMÍA





# Monetary Policy



# Monetary Policy Financial System



Monetary Policy  
Financial System  
Funds Management



Monetary Policy  
Financial System  
Funds Management  
Currency





A black and white photograph featuring a hand in the foreground with the palm facing up, a gesture often associated with 'stop' or 'no'. The hand is in sharp focus, showing skin texture. In the background, a person's face is visible but heavily blurred, looking directly at the camera. The overall tone is serious and authoritative.

No cute squirrels allowed



# Initial Challenges





- Cost



- Cost
- Time Required



- Cost
- Time Required
- How the heck do you build a museum anyway?

# Canada's 150<sup>th</sup> Birthday







Infrastructure



Infrastructure  
Bank Expertise



Infrastructure  
Bank Expertise  
Design / Build



Infrastructure  
Bank Expertise  
Design / Build  
Governance

MEASUREMENTS

Regulatory  
reporting

Rules

Accountability

Conformance

GOVERNANCE

COMPLIANCE

Control  
Risk

LEADERSHIP

Audit

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of a committee. — **com**

Project Review Committee

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Project Review Committee

Senior Management Committee

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Project Review Committee

Senior Management Committee

Infrastructure Oversight

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Project Review Committee

Senior Management Committee

Infrastructure Oversight

Museum Advisory Working Group

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Project Review Committee

Senior Management Committee

Infrastructure Oversight

Museum Advisory Working Group

Risk Management

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Project Review Committee

Senior Management Committee

Infrastructure Oversight

Museum Advisory Working Group

Risk Management

Security

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of a committee. — **com**

Project Review Committee

Senior Management Committee

Infrastructure Oversight

Museum Advisory Working Group

Risk Management

Security

Museum Oversight Committee



# Board of Directors



Infrastructure  
Bank Expertise  
Design / Build



## Objective

The objective of this Request for Proposal is to select a company to provide branding, a wayfindingway-finding and exterior signage strategy, interpretive planning, and exhibit design for the new Bank of Canada Museum. The newly renovated museum and visitor centre will be located in the main Bank of Canada building, located adjacent to near Parliament Hill and the Supreme Court of Canada on Wellington Street in Ottawa. Fabrication and installation services will be established through a separate contracting process. The new Museum will occupy approximately 11,000 square feet on the ground floorfirst level below grad of the renovated building. The entrance to the Museum will be from Sparks Street, and there will be ample opportunity for exterior signage and banners, subject to the regulations and policies of the Bank of Canada.

## Introduction

The idea for to assemble a museum dedicated to collecting currency dates to 1959 when then national numismatic collection was first championed in the late 1950s by the Governor of the Bank of Canada of the time, James Coyne, became interested in establishing a collection to help illustrate. The Bank began collecting numismatic materials, including bank notes issued by Canada's private chartered banks, to showcase the development of Canada's currency as well as the history of banking in Canada. At this time, the Bank began to acquire over the previous 150 years. The Canadian numismatic materials for a specialist, G.R.L. Potter, was hired to help develop the collection.

In 1962, Coyne's successor, Governor Louis Raminisky, assigned official status to the numismatic Raminisky, directed Sheldon S. Carroll, the Bank's first Curator, to expand the collection as well as a staff to manage it. By the mid-1970s, the and develop a complete collection had grown in size and importance of Canadian coins, tokens, and was designated by Government as the National Currency Collection, with the Bank of Canada officially recognized paper money. Carroll also sought to develop representative collections of articles related to banking and monetary affairs, in addition to ancient, medieval, and modern foreign coins and paper money. The core of the Collection was assembled during this period with the cooperation of government departments, Crown corporations, security printing firms, and chartered banks.

1

Ken Ross  
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Objective

Introduction

The National Currency Collection

Vision

Sources of Inspiration

▲ Exhibition Concepts and Approach

The big idea:

Overarching visitor learning goals:

Overarching visitor experience goals:

Target audiences:

▲ The "Four Pillars":

Current Floor Plan [insert here, without referenc...

Use of collections:

Objects with special display requirements:

Potential exhibition concepts:

▲ PROJECT SCOPE

gsm<sup>o</sup>











- Issues ●
- Schedule ●
- Financials ●
- Risk ●



**PROGRESS HIGHLIGHTS**

**Museum Short and Long-Term Sustainability**

*The Museum, ITS and GSM are working together on both short and long-term sustainability plans for the Museum.*

- ITS has designed a support model outlining escalation protocols to be implemented with GSM during and after the warranty period.
- GSM has provided an updated draft proposal for ongoing Museum sustainability and renewal. Museum considering options with help of IT and Legal Services.

**Museum Development**

*GSM now in space, installing hardware. Media production nearing completion*

- Scenario Fabrication and A/V procurement complete.
- Installation of interactives ongoing; Heart of the System video projectors and projection surfaces installed.
- Showcases and showcase locks are currently being installed.
- Gallery 1 Video wall being tested; Museum video nearing completion, Currency video re C150 being adapted to screen size.
- People capsule video production complete, including video interviews with Governor and Senior Deputy Governor. Post production underway.
- Content: proofreading of exhibition text in both official languages complete.
- Museum guide interviews underway, hiring in April, training in May
- Digital Label hardware installed

**Communications**

*The Museum is working with both internal and external stakeholders*

- Next meeting of Museum Advisory Working Group (MAWG) April 12<sup>th</sup>; MAWG focus group testing exhibits in June.
- Media Preview Event scheduled for June 20; proposed guest list includes Governor and SDG, Mayors of Ottawa and Gatineau, and federal Minister Catherine McKenna.
- Museum hosting secondary school Curriculum Directors from across Canada in June.

**IT**

*ITS is providing support, representing Museum interests in meetings with GSM regarding Museum's network infrastructure*

- ITS participating in weekly calls with GSM
- ITS and GSM agreed on Quality Assurance testing methodology
- Museum, ITS and ELS Privacy Impact Assessment (PIA) completed; text for disclaimers with regard to taking of photos and request for email addresses being written
- Point-of-Sale vendor (Shopify) and Reservation system vendor (ScheduleIt), approved for use by Museum.

**Security**

*Security services working with GSM to ensure protection of assets*

- Sensors have been installed in the showcases.
- Security cameras have been installed in Museum galleries.
- Next Risk Management meeting with ITS, ITS Security, Physical Security, Facilities, HO Renewal and GSM to be held April 13<sup>th</sup>
- Provision of access privileges for GSM and on-site contractors ongoing

**Construction**

*Infrastructure construction is complete; security work taking place in tandem with GSM*

- GSM Installation Manager permanently on-site
- The National Currency Collection and Collections team have returned to head office.
- July 1, Museum opens to the public

SCHEDULE MANAGEMENT

	2015	2016				2017				Baseline Start	Current Start	Baseline Finish	Current Finish	Complete	Schedule Risk	
	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4							
<b>BoC Museum</b>		JAN 2016				JUL 2017				JAN 2016	JAN 2016	JUL 2017	JUL 2017		LOW	
<b>DESIGN</b>	JAN 2016				SEP 2016					JAN 2016	JAN 2016	SEP 2016	SEP 2016	SEP 2016	LOW	
Preliminary Design ✓	JAN 2016	APR 2016								JAN 2016	JAN 2016	APR 2016	APR 2016	APR 2016	LOW	
Detailed Design ✓		APR 2016	JUL 2016								APR 2016	APR 2016	JUL 2016	JUL 2016	LOW	
Pre-Production ✓		JUN 2016		SEP 2016					JUN 2016	JUN 2016	SEP 2016	SEP 2016	SEP 2016	LOW		
<b>PRODUCTION</b>		AUG 2016			MAR 2017				AUG 2016	AUG 2016	MAR 2017	MAR 2017	MAR 2017	LOW		
Scenario Fabrication ✓		AUG 2016			JAN 2017				AUG 2016	AUG 2016	JAN 2017	JAN 2017	JAN 2017	LOW		
A/V Procurement ✓		SEP 2016			MAR 2017				SEP 2016	SEP 2016	MAR 2017	MAR 2017	MAR 2017	LOW		
Media Production		SEP 2016			MAR 2017				SEP 2016	SEP 2016	FEB 2017	FEB 2017		LOW		
<b>INSTALLATION</b>		JAN 2017				APR 2017				JAN 2017	JAN 2017	APR 2017	APR 2017		LOW	
Scenario Installation		JAN 2017				APR 2017				JAN 2017	JAN 2017	APR 2017	APR 2017		LOW	
Graphics						MAR 2017	APR 2017			MAR 2017	MAR 2017	APR 2017	APR 2017		LOW	
A/V Installation						FEB 2017	APR 2017			FEB 2017	FEB 2017	APR 2017	APR 2017		LOW	
Media Integration						FEB 2017	APR 2017			FEB 2017	FEB 2017	APR 2017	APR 2017		LOW	
<b>HAND-OVER/OPENING</b>						MAR 2017	DEC 2017				MAY 2017	MAY 2017	DEC 2017	DEC 2017		LOW
Training						MAR 2017	JUN 2017			MAY 2017	MAY 2017	JUN 2017	JUN 2017		LOW	
Opening Period							JUN 2017	JUL 2017			JUN 2017	JUN 2017	JUL 2017	JUL 2017		LOW
Fine Tuning							JUN 2017	DEC 2017			JUN 2017	JUN 2017	DEC 2017	DEC 2017		LOW

**BUDGET AND RISK MANAGEMENT**

**FINANCIAL MANAGEMENT**

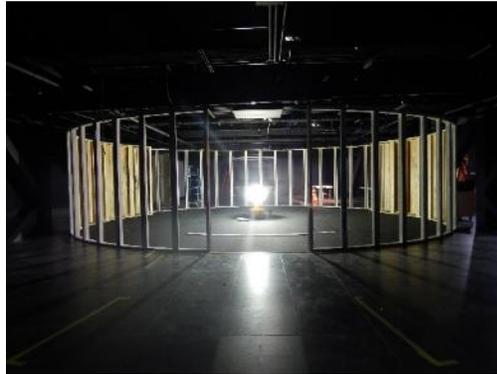
Figures include HST. Figures show amounts as at February 28, 2017

Financial Status	Business case budget	2015 Actuals	2016 Actuals	2017 Year-to-date actuals	2017 Forecast	Explanations
§Millions						
Program Governance, Design & Fabrication, Information Technology and Security	12.4	0.6	5.8	1.4	5.7	
Management contingency	0.9	0.0	0	0.0	0.9	
<b>Sub-Total Museum</b>	<b>13.3</b>	<b>0.6</b>	<b>5.8</b>	<b>1.4</b>	<b>6.6</b>	
HO Renewal Base Building, Infrastructure & Equipment	3.3	0	1.9	0	1.3	
<b>Total Museum Renewal</b>	<b>16.6</b>	<b>0.6</b>	<b>7.7</b>	<b>1.4</b>	<b>7.9</b>	

Key Risk Areas	Detailed Risk	Likelihood	Consequence	Mitigation Strategy	Legend	
	GSM will not respect the Bank's timelines or the Bank's processes will cause delays for GSM	Low	Museum would not be ready for July 1st	Museum Advisory Group, (Chief and Deputy Chief COM and CEO and President GSM) meet monthly to obviate obstacles to completion		Acceptable – only requiring periodic monitoring, reporting and oversight to verify whether the risk level is still acceptable
	Lack of alignment among Security, GSM and Collections delays installation of artifacts	Low	Partial installation of artifacts	Security to complete video/sensor installations the week of March 13, 2017. Installation of artifacts (est. to take 6 weeks) runs March 20 – May 12, providing a contingency of 2 weeks		Potentially Acceptable – requires enhanced risk monitoring, reporting and oversight, and may require additional/enhanced risk treatment for mandate-related objectives
	Public perception risk (i.e. unwarranted expenditure or design controversies)	Low	Reputational risk for the Bank.	Work with media relations and stakeholder relations teams of COM to develop a communication plans and prepare for inquiries.		Potentially Unacceptable – requires enhanced risk monitoring, reporting and oversight, and may require some additional/enhanced risk treatment, depending on feasibility and the nature of the objective(s) at risk
	Content does not meet the specified learning goals intended for our target audience	Low	The role and functions of the Bank may not be well communicated to the public	Subject content to review by SMC sub-committee; consult with Museum Advisory Working Group. Leverage experience/advice of external partners including Canadian Foundation for Economic Education (CFEE), Museo Interactivo de Economía (MIDE) and Canadian Museums Association (CMA)..		Unacceptable – requires additional/enhanced risk treatment, where feasible. Risk treatment action plans are factored into the budgets and plans. Enhanced risk oversight, monitoring and reporting are also required

CONSTRUCTION PROGRESS

Bank of Canada Museum



Zone 6: Heart of the System  
(outlined footprint)



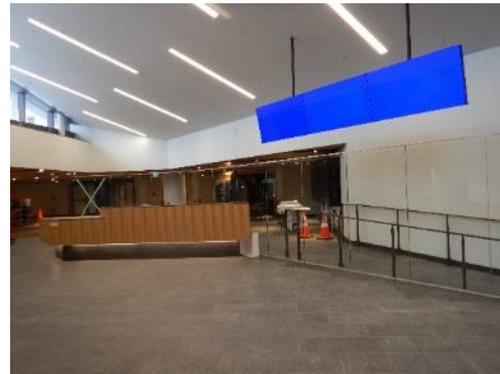
Supply and demand interactive



Pipes and Tanks



Zone 2: National Map



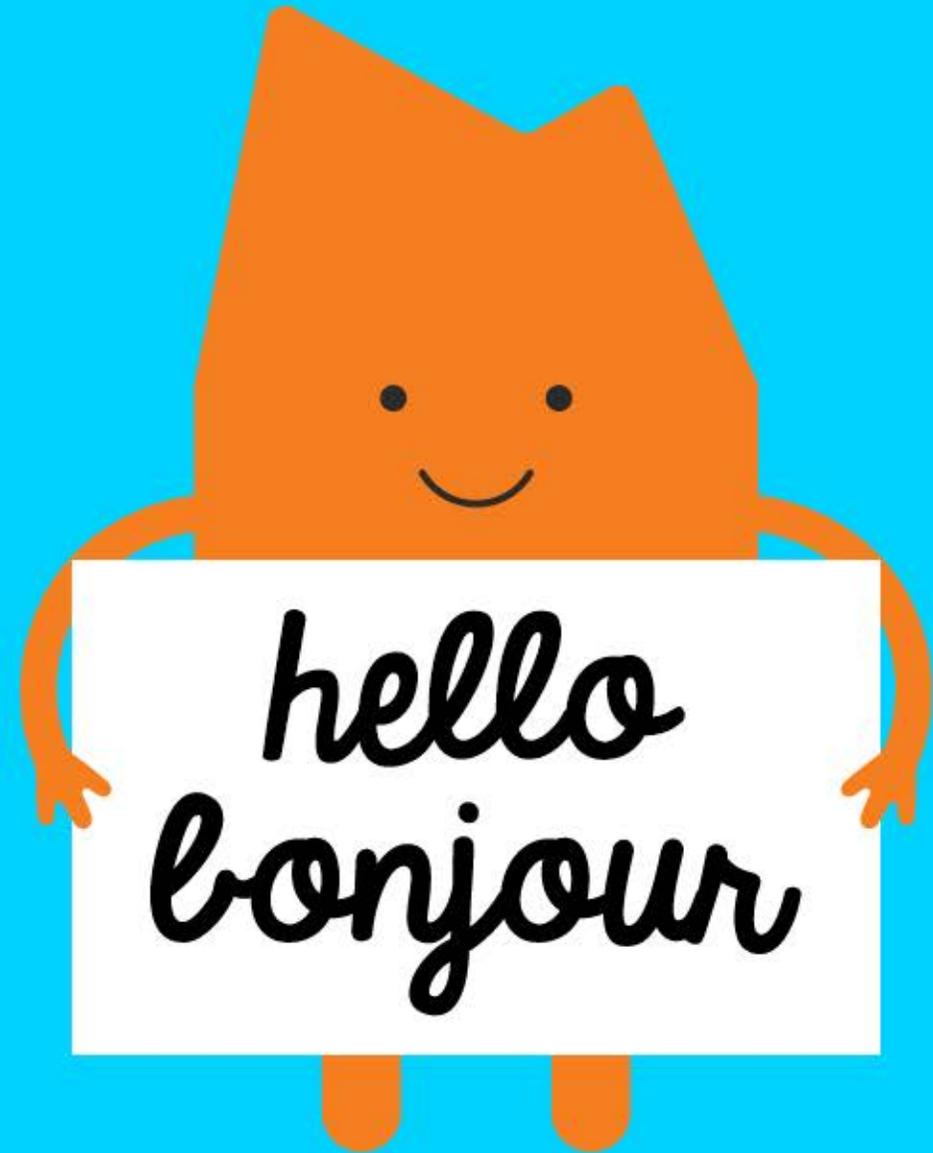
Museum Reception Desk  
(digital sign testing)



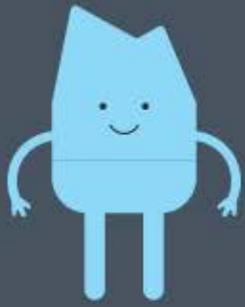
Video Wall Installation

Lessons Learned





hello  
bonjour



What does  
your avatar  
look like?



Continue

What does  
your avatar  
look like?



Continue





How does the Bank of Canada control inflation?

Comment la Banque du Canada maîtrise-t-elle l'inflation?

2i

Bank of Canada

Bank of Canada

Bank of Canada



EB039



EB040



EB041



EB034



EB035



EB036



EB037



EB038



EB039



EB040



EB041



EB042



EB043

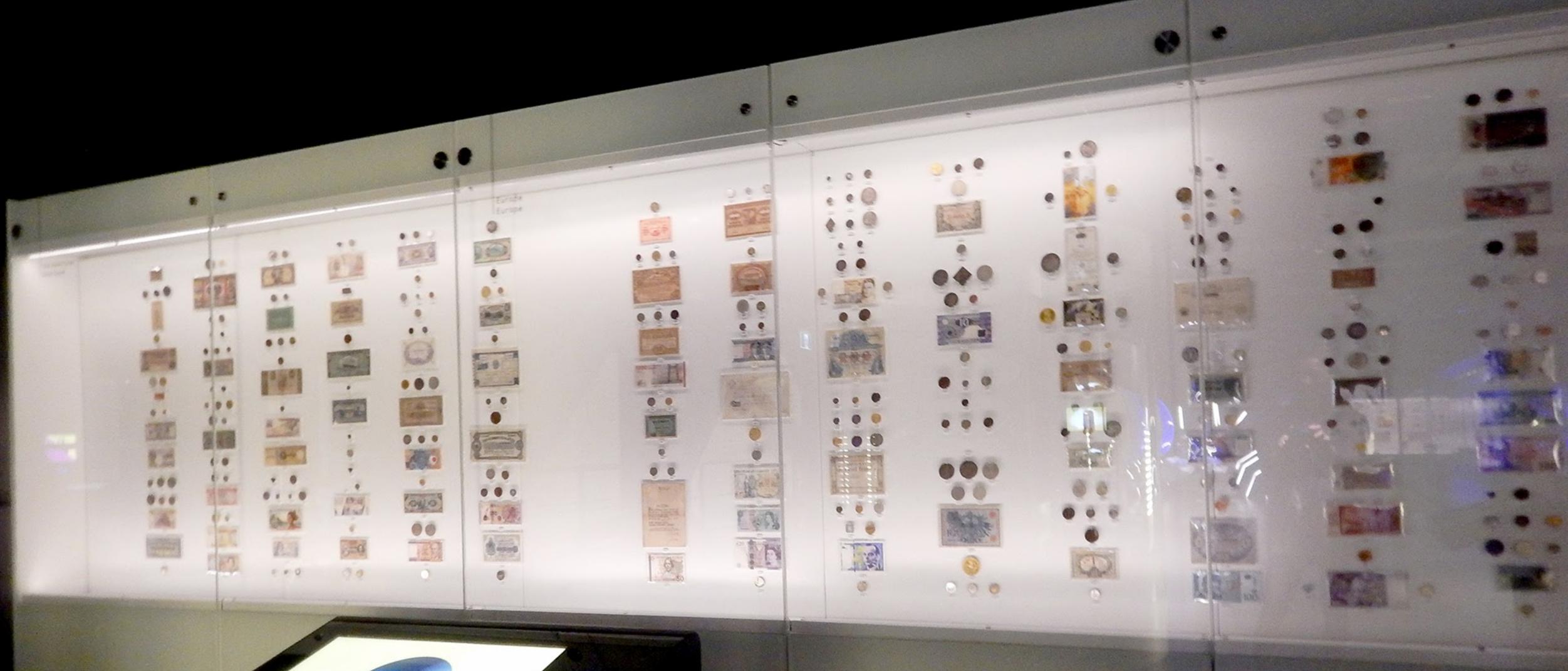


EB044



EB045





Europe  
Europe



# Objets de valeur

La monnaie peut prendre des formes radicalement différentes, selon l'époque et le lieu. Au Mexique, les fèves de cacao servent de monnaie d'échange. En Chine, ce sont les cauris, un type de coquillage. Plus récemment, les pièces de métal ont été utilisées. Aujourd'hui, ces objets nous font réaliser que la monnaie n'est qu'un moyen d'échange, la monnaie n'est que le reflet de la culture.



FD001

FD004



FD002

FD005

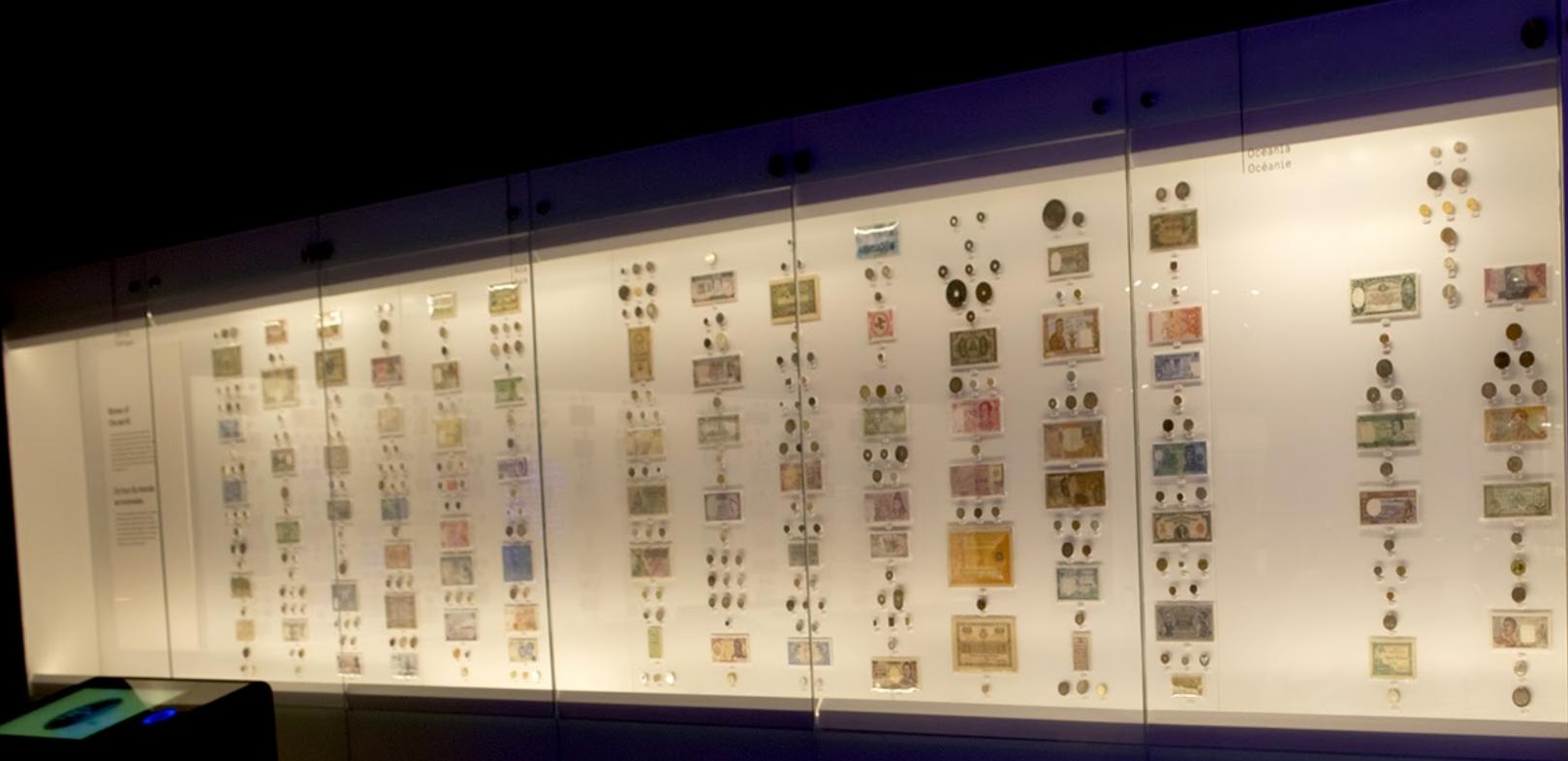


FD003



FD006





Océania  
Océanie

4

## Making sense of money

Around the world, money has common traits

Money takes many different forms, some quite unlike what we're used to. In spite of its variations, the purpose of money remains the same. It functions as a means of exchange for goods and services and as a unit of account for measuring value. Money can also be saved and used for future transactions. Anything can serve as money as long as it is relatively rare and widely accepted within a community. Digging back, we see the fundamental role that money plays in society.

## La monnaie, c'est quoi au juste?

Toutes les monnaies du monde ont des caractéristiques communes

La monnaie se présente sous bien des formes, dont certaines nous sont peu familières. Malgré ces différences, sa fonction reste la même : elle permet d'échanger des biens et services, et d'en établir la valeur. On peut aussi la mettre de côté pour des transactions futures. Tout objet peut servir de monnaie d'échange, à condition d'être assez rare et bien accepté par la population. On voit donc depuis toujours que la monnaie joue un rôle fondamental dans la société.



de



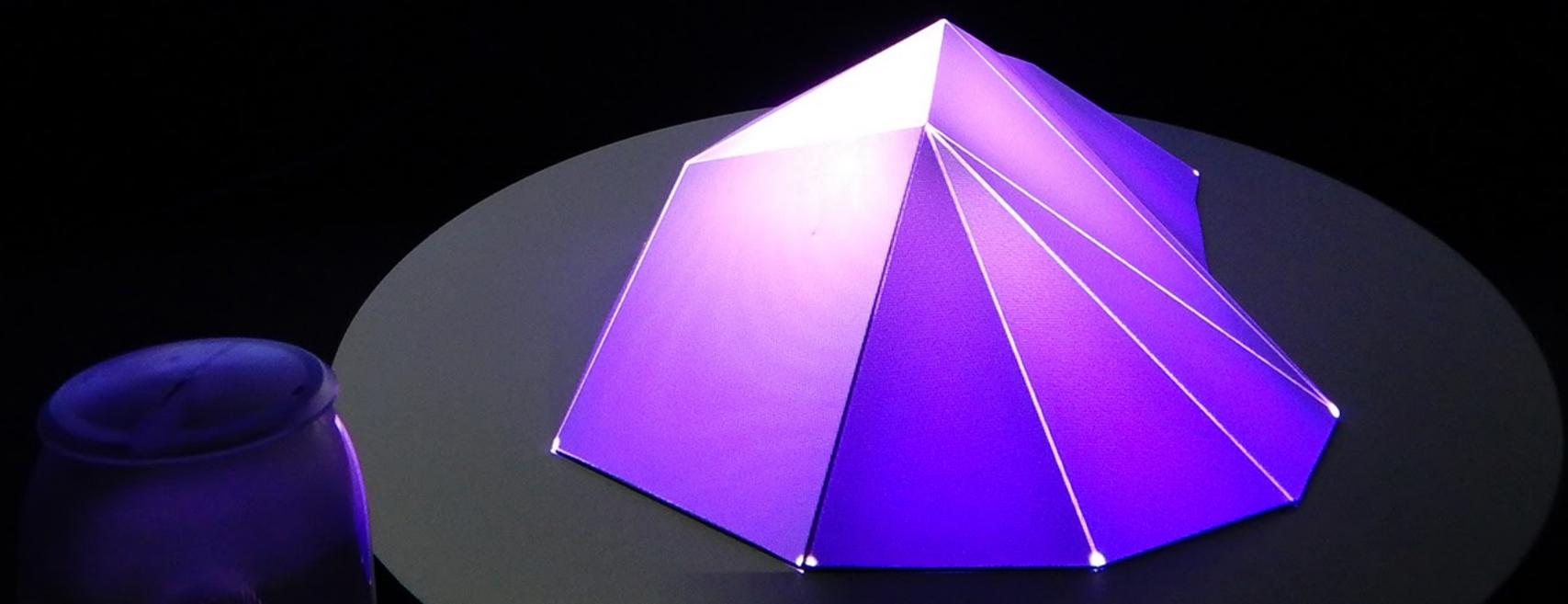
Decouvrez votre  
place dans  
l'écran.



Bonjour!  
Liam

Apprenez à lire dans l'écran.







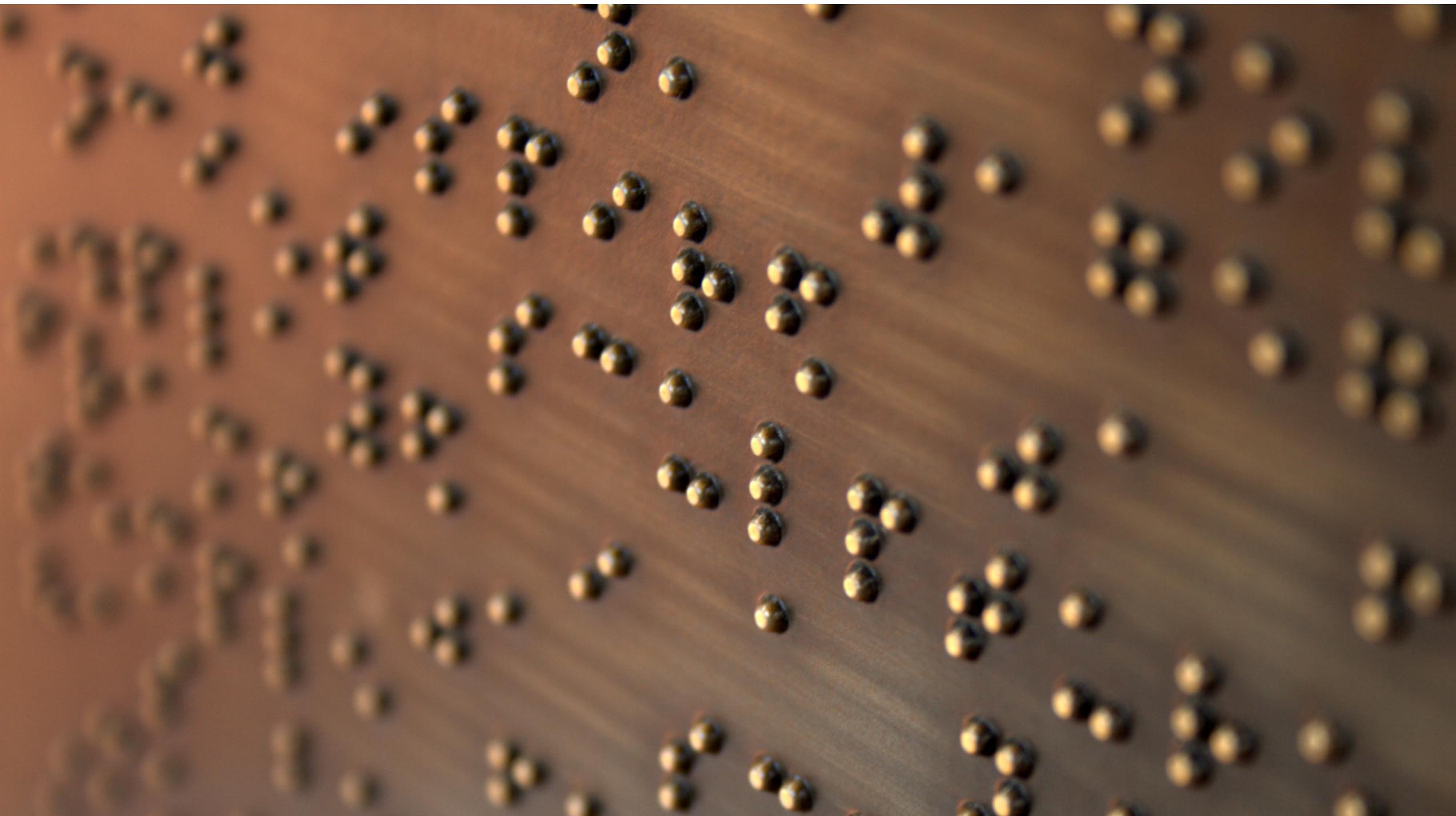
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+200

WIN  
A RADIO  
CONTEST

😊  
SPEND  
TIME  
WITH  
YOUR  
FAMILY

-500

UNLUCKY  
TRIP  
TO  
LAS VEGAS

+250

MIND  
BURIED  
TREASURE

IS  
STOLEN

INFLATION BUSTERS \$\$\$ ECHERON!!!

LEARN  
A  
NEW  
SKILL

FRIEND

GRANDMA



