



CANADIAN MUSEUM FOR
HUMAN RIGHTS
MUSÉE CANADIEN POUR LES
DROITS DE LA PERSONNE

Request for Proposal

Strategic Risk and Opportunity Assessment Internal Audit Strategic Plan Internal Audit Services

Solicitation No:	CMHR 2014-143
Solicitation Date:	January 9, 2015
Last Date/Time for Questions:	January 21, 2015 3 PM CST
Closing Date/Time:	January 30, 2015 3 PM CST
Estimated Award Date:	February, 2015

Addendum 1

Replies to questions

1. Under Section 8.3.1 Security Clearance you have indicated personnel will require security level SECRET; can you please confirm that this is the security level that is required, we have several IA engagements with the Federal Government that are at the reliability level vs. the SECRET level, does the data and content require this level of security and if not would you consider amending this requirement? **Currently being investigated. The answer will be posted as soon as it has been clarified.**
2. How is the function of Internal Audit currently being addressed? **As a new organization there has not been an Internal Audit function to date.**
3. Who is on the selection committee? **The selection committee will be comprised of members of management and representation from the Audit Committee of the Board.**
4. Can we receive a copy of the current 5-year strategic plan that is referenced in the RFP? **5 Year Strategic Plan is attached.**
5. The proposal calls for 3 deliverables. Is there any circumstance in which:
 1. the deliverables may be divided and awarded to more than one supplier? **No**
 2. not all deliverables will be awarded? **Yes, all deliverables will be awarded to the same supplier.**
6. Often the Internal Audit function will report to the Board of Directors through the Audit Committee. The RFP indicates that the COO and the CFO will oversee and manage, respectively, the functions of the Internal Audit Plan. Please comment on what role, if any, the Board and/or Audit Committee will have with respect to the Internal Audit function. **The Audit Committee of the Board will also have oversight responsibilities for Internal Audit. The successful proponent will present their reports to the Audit Committee of the Board and the Audit Committee of the Board and the Audit Committee will oversee and monitor managements' responses and initiatives to address items reported.**
7. The RFP notes that Audit reports are to be provided in both official languages as requested. Does this include written reports only, or could there also be a requirement to present the Audit reports verbally in both official languages? **There could be a requirement to provide both written and verbal reports in both official languages, upon request. CMHR has the capability to provide simultaneous translation for verbal reports if required.**
8. The RFP requests relevant projects to include a brief description of the project, the responsibilities of each of the individuals employed on the project, the dollar value and the client for whom the work was done. The RFP states the client's contact name and telephone number must be provided so that a reference check can be completed. Is there a minimum number of references required, or does this information need to be provided for every relevant project cited?
We would require a minimum of 3 references – therefore not required for every project cited.



CANADIAN MUSEUM FOR
HUMAN RIGHTS
MUSÉE CANADIEN POUR LES
DROITS DE LA PERSONNE

Five Year Strategic Plan

COMMENCING 2015–2016

204 289 2000 / 1 877 877 6037
TTY 204 289 2050
85 Israel Asper Way, Winnipeg, MB R3C 0L5

humanrights.ca
droitsdelapersonne.ca

Canada

About the Museum

Open...to ideas, to debate
and to the immense promise of human rights.

A new era in human rights begins with the opening of the Canadian Museum for Human Rights (CMHR). By examining and celebrating stories from across Canada and around the world, the CMHR will stimulate thought, dialogue and action. Ultimately, the CMHR will create inspiring encounters with human rights.

Located in the heart of Canada, at the confluence of major rivers and historic cultures, the CMHR is a place of hope and optimism; a place that encourages people from all walks of life to connect with something much larger than themselves and to acknowledge that they have a direct stake in building a better world.

Open minds...inspire change

Part of the underlying logic of the CMHR is that confronting ugly truths can be a powerful and effective way to inspire change. Although rarely easy, discussions about past and current controversies can lead to fresh perspectives.

Open arms...embrace truth

Equality and universality are fundamental to human rights, and the Museum recognizes its role in examining the barriers that divide people. By identifying and celebrating our common humanity, we can comprehend the damaging nature of exclusion and prejudice. The Museum is an agent of change, inspiring us to struggle for continuous improvement by affirming and protecting fundamental freedoms and foundational rights.

Open dialogue...overcome barriers

The concept of universality is fundamental to human rights: that everyone, regardless of ability, age or condition is entitled to equitable treatment, access and opportunity. This truth inspired the Museum to incorporate universal accessibility into virtually every aspect of its design and operations. The Museum's design sets a new global standard for accessibility and inclusion.

Open resources...write new chapters

Education is at the heart of the Museum as the most powerful tool for the promotion of human rights. As part of its goal to become a national and international hub for human rights education, the Museum is determined to ensure that students, educators and scholars can access reliable and age-appropriate information and resources to deepen their understanding of human rights from diverse perspectives. Through a series of partnerships, the Museum will support human rights education nationally and internationally.



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Message from the Chair and President and CEO

On behalf of the Board of Trustees, it is our pleasure to present the Five Year Strategic Plan for the Canadian Museum for Human Rights (CMHR).

The Museum first opened its doors to the public on September 20, 2014 with all 11 galleries fully opened in November, 2014. This was a transitional time for the Museum as it evolved from developing exhibits, content and programs in preparation for inauguration to being a fully operational museum where visitors are welcomed by enthusiastic and knowledgeable staff and volunteers. The objective of this plan is to guide our employees' work over the next five years and ensure a successful transition.

The priorities of the Board of Trustees reflect this need to advance and grow. We intend to become one of the most visited museums in Canada, to develop sustainable, long-term, diversified funding and to foster healthy and dynamic relations with stakeholders and partners. We also recognize the importance of creating an exceptional workplace, maintaining our world-class building and supporting leading-edge information technology. These priorities allow for change and enhancements to the gallery exhibits and online content and the effective adoption of new technologies in order to remain an interactive, accessible and dynamic Museum.

Our vision statement is an articulation of our major goals and ambitions. "By examining and celebrating stories from across Canada and around the world, and by creating inspiring encounters with human rights, the CMHR hopes to stimulate thought, dialogue and action." We are proud to be Canada's Museum that will tell these stories. Our team of passionate people, dedicated to respect, integrity, service and excellence, will help make this vision a reality.

On behalf of the members of the Board of Trustees and its staff, we look forward to achieving the results outlined in this five year plan.

Eric Hughes,
Chair, Board of Trustees

Gail Stephens,
Interim President and Chief Executive Officer



Our Vision

By examining and celebrating stories from across Canada and around the world and by creating inspiring encounters with human rights, the CMHR hopes to stimulate thought, dialogue and action.

The CMHR is an embodiment of Canada's commitment to democracy, freedom, and human rights.



Our Values

Our values shape our culture and our actions, and define how we will work together with our visitors, stakeholders and each other.

RESPECT: We value all people and bring trust to every relationship.

INTEGRITY: We do the right thing and demonstrate a commitment to ethical behavior.

SERVICE: We assist freely with enthusiasm and care; to provide the highest degree of quality and safety.

EXCELLENCE: We strive for quality results and celebrate success.



Our Service Principles

By equipping employees and volunteers with the necessary tools and support, we are committed to ensuring that each visitor has an exceptional experience that meets or exceeds expectations.

We focus on service excellence and visitor satisfaction.

We embrace innovation, best practices, and continuous improvement.

We commit to inclusively designed programs and services that are accessible for everyone.

We foster a culture of collaboration and teamwork.

We aspire to the highest standards of good governance.

We develop content and programming based on sound research and scholarship.



Our Guiding Principles

The CMHR aspires to offer its visitors an inspiring encounter with human rights while exceeding Canadians' expectations for balance, transparency, sound business practices and meaningful public consultation. The following metanarrative defines our guiding principles.

Inspiring human rights reflection and dialogue

The Museum fosters an appreciation for the importance of foundational human rights, spurs informed dialogue and invites participants to identify the contemporary relevance of past and present human rights events, both at home and abroad. The Museum is committed to an inspiring visitor experience unlike any other in the world.

Celebrating Canadians' commitment to human rights

The citizens of Canada are endowed with inherent human rights and responsibilities, codified over time in treaties, policies, laws and declarations. The CMHR provides a safe and engaging space to cultivate respect, gratitude, understanding and ongoing improvement of this human rights inheritance. The Museum connects its visitors with opportunities to explore the global development of human rights concepts and Canada's important role within it.

Meaningful encounters between architecture and human rights

The CMHR is purposefully situated at a historic junction where two rivers meet: an important meeting place and starting point for new journeys for more than 6,000 years.

The Museum honours this tradition by inviting guests to participate in a human rights journey of their own, in a building significant for its architectural symbolism of human rights advancement.

Dynamic and accessible human rights content

The Museum aims to deliver an immersive, interactive and memorable experience for visitors of every background, age and level of ability. All participants will have access to an ever changing museum experience that reflects a design approach that sets new Canadian and world standards for inclusion and universal accessibility.

A credible and balanced learning resource

As a global human rights learning resource, the Museum bears a responsibility to ensure the accuracy, integrity and credibility of its research and collected knowledge. The Museum strives to serve as a trusted national and international source for human rights learning, at all times encouraging critical engagement with museum scholarship and content.



Our Goals

(2015–2016 THROUGH 2019–2020)

Our goals serve as a roadmap for the next five years in five strategic areas (visitor experience, infrastructure, stakeholder relations, financial sustainability and our people); each with a set of strategies, key initiatives and performance indicators and targets that help translate our goals into specific actions.

Visitor Experience:

To be one of the most visited museums in Canada, providing educational and inspiring experiences, including virtual opportunities.

Infrastructure:

To complete and maintain our world-class building, exhibitions, galleries and Museum assets to maximize visitor experience and reach.

Stakeholder Relations:

To foster healthy and dynamic relations with our stakeholders and partners consistent with the aspirations of the CMHR.

Financial Sustainability:

To achieve long-term, diversified, sustainable funding and financial stability.

Our People:

To create a workplace where people are engaged, productive and responsible for meeting and exceeding expectations.



Visitor Experience

OUR GOAL

To be one of the most visited museums in Canada, providing educational and inspiring experiences, including virtual opportunities.

STRATEGIES

- Position and market the Museum as an internationally celebrated symbol of Canada, globally recognized both for its definitive, iconic architecture and unique-in-the-world visitor experience
- Evolve exhibits and programs to attract new visitors, broaden the CMHR's demographic reach, and foster repeat visitation and a continual "reason to engage" with the Museum
- Leverage partnership opportunities to drive visitation and promote complementary local investment that supports the type of transformative economic activity realized in destinations such as Bilbao, Spain

KEY INITIATIVES

- 1 Continually review gallery content to ensure exhibits consistently exceed visitor expectations for excellence, accuracy and balance. Actively identify opportunities to renew and refresh exhibit content to encourage repeat visitation and promote respectful dialogue.

2014/2015

Review content for gaps, errors and inconsistencies and implement remediation.

2015/2016

Develop plan for continued revitalization; implement immediate priorities.

2016/2017

Implement longer term plan.

- 2 Develop and implement a National Student Program (NSP) as a cornerstone of the Museum's educational mandate. Under the NSP, actively engage high-school and post-secondary students in relevant, meaningful learning opportunities that promote broader understanding and dialogue around human rights issues.

2014/2015

Develop three modules for the pilot program and sign five strategic partnership agreements with organizations that will assist in bringing students to Winnipeg.

2015/2016

Begin three-year pilot phase of the program.
Test and evaluate various approaches including students coming as a group or as individuals, different age groups, staying in hotels or billeting, as well as different program modules.
Obtain additional partners and sponsors.

2018/2019

Implement full signature program for high-school and post-secondary students.

TIMELINE

TIMELINE

Visitor Experience (cont.)

- 3 Expand partnership, marketing and earned-media opportunities in target markets to increase visitation and enhance awareness and interest in the CMHR.

2014/2015	2015/2016	2016/2017
<p>Develop and deploy marketing opportunities that capitalize on the Museum's inaugural year to increase awareness within Canada.</p> <p>Local focus – Winnipeg and surrounding areas; Northwestern Ontario; Conferences and Conventions; Francophones outside of Quebec.</p> <p>International focus – aligned with Canadian Tourism Commission (CTC) (UK, Germany, France).</p>	<p>Maximize awareness for Winnipeg tourists during first summer tourist season including a focused effort to engage the significant number of out-of-town visitors who attend the Winnipeg Folk Festival and Folklorama.</p> <p>Canadian markets - including Saskatchewan, Alberta, Ontario, Quebec.</p> <p>U.S. markets - including North Dakota and Minnesota.</p> <p>International focus - aligned with CTC (Japan, UK, Germany, France).</p>	<p>Select U.S. markets with direct flight access to Winnipeg (Denver, Colorado; Chicago, Illinois).</p> <p>Ongoing international focus aligned with CTC.</p>

- 4 Leverage opportunities for national and international promotion via alignment with the Government of Canada's Road to 2017 initiative within the framework of foundational rights. Develop and market exhibits and programs that affirm and explore the role of human rights in shaping the Canadian identity and national character.

2014/2015	2015/2016	2016/2017	2017/2018
<p>Document the temporary and travelling exhibit program and integration with PAF.</p> <p>Research, procure and prepare to replace "Peace, The Exhibition".</p>	<p>Focus to include 100th anniversary of women's right to vote.</p> <p>Focus to include 800th anniversary of the Magna Carta.</p>		<p>Focus to include 150th anniversary of Confederation and 50th anniversary of the Canada Summer Games.</p>

PERFORMANCE INDICATORS AND TARGETS

- Paid admission and number of visitors
- Growth in Museum attendance numbers and reach
- 85% of visitors 'satisfied' or 'very satisfied'
- 85% of visitors inspired by the Museum
- NSP - Students who commit to advance human rights – 2015/2016 target 500 students
- NSP - Geographic distribution of students

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Infrastructure

OUR GOAL

To complete and maintain our world-class building, exhibitions, galleries and Museum assets to maximize visitor experience and reach.

STRATEGIES

- Complete the Temporary Gallery and Theatre
- Develop and implement plans for sustainable infrastructure development and management

KEY INITIATIVES

- 1 Complete the Temporary Gallery and Theatre.

2014/2015	2016/2017	2018/2019
Prepare business case and obtain approval to proceed with the Temporary Gallery and Theatre.	Complete the Theatre.	Revenues assist in repayment to Federal Government.
Develop project plans including sponsorship/fundraising strategies in conjunction with the Friends of CMHR (Friends). Discussions with political influencers. Discussions with Friends on how to raise required funds to complete the Temporary Gallery.	2015/2016 Complete the Temporary Gallery in time for the Magna Carta exhibition (Summer 2015). Complete drawings and budget for the Theatre and commence construction. A five-year travelling exhibit program to be developed to maximize the Temporary Gallery space. Include strategy for the Theatre in submission to the Federal Government. Obtain sponsorships/donations for the Theatre.	2017/2018 Use of Theatre for rentals and other programming begins.

- 2 Implement future innovations as well as a capital life-cycle maintenance and replacement program for facilities equipment, IT infrastructure, exhibits and galleries.

2015/2016	2016/2017	2017/2018
Participate in joint innovation project with Cisco for Real-Time Location Services (RTLS). Participate in Microsoft Technology Adoption Program (TAP). Introduce corporate instant messaging/video conferencing (Lync Phase 1). Establish baseline operating costs and assessment of life-cycles of all facility equipment and IT infrastructure.	Transition to Lync for Voice Calls (Lync Phase 2). Implement energy/utility management programs for water, hydro and gas. Leverage private sector and government funding programs (i.e., Power Smart). Explore revenue opportunities through utilization of CMHR's IT infrastructure by outside entities.	Begin planning for next generation of Server and Storage Infrastructure. Target new technologies for life-cycle system replacement.

- 3 Renewal of the exhibitions and galleries in conjunction with the Program Activity Framework, the continued revitalization of content or the life-cycle management plan.

2015/2016	2016/2017
Develop plan.	Implementation in accordance with plan.

PERFORMANCE INDICATORS AND TARGETS

- New revenues from the Temporary Gallery – target \$245k/year and Theatre – target \$200k/year
- Total Building Operating Cost per gross m² – target 2015/2016 \$225/sq m (to be reviewed)
- Total uptime of IT systems during business hours – target of 98%

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Stakeholder Relations

OUR GOAL

To foster healthy and dynamic relations with our stakeholders and partners consistent with the aspirations of the CMHR.

STRATEGIES

- Align the goals and operations of Friends and CMHR to:
 - Maximize mutually beneficial opportunities for marketing and promotion;
 - Cultivate enduring loyalty and relations with patrons and donors; and
 - Identify avenues to share resources to further realize operational efficiencies.
- Continue to expand strategic partnerships with organizations or experts to achieve CMHR priorities related to Museum, scholarship, education or financial needs
- Continue to enhance relations with all levels of government

KEY INITIATIVES

- 1 Develop and implement a new Memorandum of Understanding (MOU) with Friends including a shared services agreement.

2014/2015

2015/2016

Complete first draft.

Approval by both boards and implementation.

- 2 Increase the number of partnerships with relevant academic, museum, human rights or other organizations, scholars and experts to bolster the Museum's reputation as an esteemed and internationally significant destination for human rights scholarship, scholars and experts, learning and dialogue.

2014/2015

2015/2016

Research, identify and prioritize target partnerships and set annual goals.

Approach, negotiate and sign new partnership agreements.

- 3 Leverage local and national partnerships to identify new economic development opportunities for Winnipeg, Manitoba and Canada. With partners, position Winnipeg as a "human rights city" – a preeminent destination for human rights conferences and events, and a supportive and economically viable centre for advocacy and research.

2015/2016

2016/2017

Research, identify and prioritize target partnerships and set annual goals.

Continuing development and stewardship of partnerships.

Target and negotiate new partnership agreements.

PERFORMANCE INDICATORS AND TARGETS:

- New agreement in place with Friends
- Partnership agreements with strategic benefits to CMHR – target three to four per year
- Report annually on benefits of partnerships

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Financial Sustainability

OUR GOAL

To achieve long-term, diversified, sustainable funding and financial stability.

STRATEGIES

- Capitalizing on the CMHR's distinct status as the world's only museum of its kind, identify and leverage new opportunities for earned revenue
- Create a culture of philanthropy that helps drive increased donations and sponsorships
- Implement sustainable financial plans which embed responsible cost management and value for money

KEY INITIATIVES

- 1 Launch specialized, revenue-generating human rights education programs for professionals and specialized audiences (such as peace officers, teachers and tourism partners) to be delivered at the Museum and online.

2015/2016

Hold workshops and focus groups with prospective audiences.
Develop programs and marketing materials.

2016/2017

Pilot test programs.
Implement marketing and promotion.

2017/2018

Implement full slate of programs.

- 2 Position the Museum as a premier tour destination that puts Winnipeg and Manitoba on the map. Target and secure national and international tour operator business by providing key and unique product offerings such as the Spirit of the Building, Explore the Galleries and Discover the Building tours.

2014/2015

Define markets for existing tours.
Target and secure additional tour operators for existing tours.

2015/2016

Be an active exhibitor at travel trade shows including "Rendez-Vous Canada."
Research and develop new tour offerings i.e., specialized youth tours.
Target and secure additional specialized tour operators.

- 3 Support Friends in cultivating lifelong relations with donors and affirming tangible, relevant and continual "reasons to give." Challenge all, across the organization, to identify unique and marketable fundraising and sponsorship opportunities and with Friends develop and implement strategies to raise funds.

2014/2015

With Friends, set fundraising goals for next five years.
Identify fundraising or sponsorship opportunities and develop strategies.

2015/2016

Develop and deliver sales presentations in conjunction with Friends.

PERFORMANCE INDICATORS AND TARGETS:

- Human rights education program revenue target of \$500,000 in 2018/2019
- Earned revenue as a % of Total Budget – current targets between 7 and 11% (to be determined as part of 2015/2016 submission - significantly impacted by final amount and funding of PILT)
- Funds raised by Friends/CMHR from multiple streams including pledges, donations and sponsorship
- Benchmarking
- Agreement with the Federal Government on long-term funding and repayment of the \$35 million advance

TIMELINE

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Our People

OUR GOAL

To create a workplace where people are engaged, productive and responsible for meeting and exceeding expectations.

STRATEGIES

- Encourage and recognize entrepreneurial thinking that supports innovative practices and internal efficiencies
- Create a culture of accountability and service excellence
- Support the advancement of employee skills, knowledge and ability
- Participate in a range of external and independent award programs that recognize excellence in leadership, employee engagement and innovation

KEY INITIATIVES

- 1 Implement a rewards and recognition program for staff and volunteers who go “above and beyond” in demonstrating our values of Respect, Integrity, Service and Excellence.

2014/2015

2015/2016

Implement peer-to-peer recognition program.

First service recognition awards.

Launch new category in the recognition program to reward innovation among individual staff, managers and teams.

Ensure individual goals are tied to the guiding principles (metanarrative) and organization goals.

Further refinement of the recognition program

to include organization-wide recognition of people who exceed expectations.

- 2 Execute a leadership development training strategy that is targeted at enhancing the leadership skills of people managers and identifying/developing high potential employees with consideration given to succession planning.

2014/2015

2015/2016

2016/2017

Leadership Training is developed and delivered using external and internal resources.

Develop and implement succession planning programs.

Internal candidates have been identified and placed in succession plan pipeline for key positions.

PERFORMANCE INDICATORS AND TARGETS:

- Employee engagement index
- Percentage of staff and volunteers formally recognized
- Number of employee-driven innovations implemented
- The organization is recognized by external and independent organizations for excellence in leadership, employee engagement and innovation (i.e., Top Employer awards, Public Sector Leadership Awards)



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Our Future

The Museum's impact extends far beyond the actual building. People understand that Winnipeg, Manitoba, Canada is the meeting place for critically important discussions about designing a better future, and they are proud of that.

The Museum's journey of inspiration is an amazing encounter with human rights. Continued ground-breaking approaches, ranging from immersive multi-media theatres to interactive digital stations to film and displays, present hundreds of stories that support a central human rights narrative.

The Museum continues to spark reflection and dialogue that can advance human rights education in Canada and the world.



Gallery Profiles

<i>LOCATION</i>	<i>GALLERY</i>
Level 2	WHAT ARE HUMAN RIGHTS? Throughout history, people have grappled with ideas about human dignity, respect and responsibility. Today the term “human rights” generally refers to the rights and freedoms we have simply because we are human. It’s an idea thousands of years in the making.
Level 2	INDIGENOUS PERSPECTIVES First nations, Métis and Inuit peoples have concepts of rights and responsibilities based on worldviews in which everyone and everything is interrelated.
Level 2	CANADIAN JOURNEYS There have been steps and missteps on the road to greater rights for everyone in Canada. This panorama of experience reflects continuing efforts to achieve human rights for all.
Level 3	PROTECTING RIGHTS IN CANADA Canada’s unique legal system has evolved to protect human rights. It has been likened to a living tree for its ability to grow and adapt to new realities.
Level 4	EXAMINING THE HOLOCAUST When the Nazi government used laws and violence to deprive people of their rights as citizens and humans, and the majority went along, genocide was the horrific result. We examine the Holocaust to learn to recognize genocide and try to prevent it.
Level 4	TURNING POINTS FOR HUMANITY The idea that rights belong to us just because we are human – no matter who we are or where we live – was adopted in 1948 in the Universal Declaration of Human Rights. People continue to work tirelessly to make this great hope a reality.
Level 4	BREAKING THE SILENCE Words are powerful. When people dare to break the silence about mass atrocities, they promote the human rights of everyone.
Level 4	ACTIONS COUNT Be inspired by Canadians taking action on human rights at school, in communities and around the world. The individual choices we make every day can make a difference.
Level 5	RIGHTS TODAY Human rights are ever-changing in our interconnected world. How should we respond? Awareness, critical thinking and deep understanding help us determine effective action.
Level 6	EXPRESSIONS This gallery will feature a diverse range of temporary exhibits focussed on many aspects of human rights.
Level 7	INSPIRING CHANGE What do human rights mean to you? Respect for others? Dignity for all? Equality and freedom? Ideals become real through action, imagination and commitment.

