FACTORS THAT INFLUENCE THE SUSTAINABILITY OF COMMUNITY
ARCHIVES: A CASE STUDY OF NOVA SCOTIA

by

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DEDICATION

This thesis is dedicated to the memory of Frank Froese,

community volunteer extraordinaire.

I hope in a small way, I'm carrying on your legacy with this thesis, Dad.

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ABSTRACT

Small archives are essential for understanding the historical context of social groups and geographic communities by those who live in them or study them. Using a multiple case study of eight archives serving in Nova Scotia, this study delves into the factors that influence the sustainability of these institutions and employs qualitative methodologies of expert interviews and an online questionnaire. These case studies show that sustainability can be strengthened through the support of their socio-geographic, religious, or ethno-cultural communities, strong leadership able to make strategic alliances with neighboring community institutions, and continued professional relationships with regional archival councils and national associations.

LIST OF ABBREVIATIONS USED

ACA   Association of Canadian Archivists

ACOA   Atlantic Canada Opportunities Agency

ALM   Archives, Libraries and Museums (Branch of Nova Scotia
            Communities, Culture and Heritage)

ANSM   Association of Nova Scotia Museums

CCA   Canadian Council of Archives

CCH   Communities, Culture and Heritage (Department of the Nova
            Scotia Government)

CFA   Come From Away

CMAP   Community Museum Assistance Program

CNSA   Council of Nova Scotia Archives

LAM   Libraries, Archives & Museums

LOCKSS   Lots Of Copies Keeps Stuff Safe

NADP   National Archival Development Program

OCLC   Online Computer Library Center

PADP   Provincial Archival Development Program

RAD   Rules for Archival Description

SDI   Strategic Development Initiative

ACKNOWLEDGEMENTS

CHAPTER 1 - INTRODUCTION

It is a tumultuous time for archives in Canada. Several years of decreasing federal support, culminating in the cancellation of the National Archival Development Program (NADP) in 2011, is coinciding with unprecedented developments in technology and the accompanying demands on digital access. Archival professionals and invested members of the public across the country have been asked to envision a new vision for archives in Canada in several national initiatives in late 2013 and early 2014: the Royal Society of Canada's country-wide tour to gauge the status and future of libraries and archives in Canada; and the Canadian Archives Summit held in Toronto and broadcast live to regional participants in January, 2014. The Archives Summit, subtitled "Towards a New Blueprint for Canada's Recorded Memory", engaged archivists from all over the country to reimagine a transformative way forward that will raise the public profile of archives and reinvigorate the professional collaboration that was the foundation of the original vision of the Canadian Archival System. The results of these national conversations leave no doubt that the Canadian archival system as we have known it for 30 years is clearly in a transition mode. The time is also ripe for a reexamination of the value of community archives; not only within the Canadian Archival system, but as institutions that can help bolster community identity, provide a sense of social cohesion to rural communities, and preserve the stories of ordinary people who lived, worked, fought, and prayed across Canada.

Community archives are the much loved, and little understood institutions that can be found in communities across the country. Lois Yorke (2013) estimates that there are over 900 of these community institutions across Canada that include volunteer-run archives that document the history and struggle of social groups; small collections of meaningful documents attached to rural community museums; university collections that gather materials related to ethno-cultural groups; religious and church archives; and many more. The diversity represented by these institutions can make it difficult to assess their value within the archival system. While small archives linked to local governments have a legal mandate to preserve historical records relating to communities, many of these institutions' collections fall outside of this scope. The preserved evidence of unique lives lived and long-forgotten community innovation has continued relevance for genealogists, social historians and other researchers, but the disparate standards of archival professionalism in these institutions makes it very difficult to come up with broad, comprehensive strategies for their continued role within the Canadian Archival System. Today, archival studies graduates are just as likely to be engaged in cutting edge digital development or records management theory as they are to be focused on preserving 'old stuff'. Poorly funded archives that may still have difficulty meeting the most basic preservation standards seem to have very little in common with larger institutions who are more concerned with maintaining their technical relevance in an increasingly digital environment. What opportunities are there for community archives to contribute to this national conversation, and how can we introduce a more sustainable way forward?

Nova Scotia has long had a strong heritage sector, and was the location of one of the first

public archives in Canada in 1857 when Thomas Akins was appointed the first Records

Commissioner of the colony (Wilson, 1982, p. 17). Nova Scotia also has one of the

strongest and longest-running provincial archival councils in Canada, which was created

in 1983, two years before the creation of the Canadian Council of Archives. Today

however, many small archives in Nova Scotia have substantial challenges simply

achieving basic archival functions: the Council of Nova Scotia Archives (CNSA) 2007

Membership Needs Assessment and Planning Study revealed that 59.5% of their

institutional members had average operating expenditures of less than $20,000 on

archival-related activities (CNSA, p. 9). Moreover, 44% of respondents had no paid staff,

and were supported by volunteer efforts alone (p. 9). This is still the reality of many small

community archives in Nova Scotia, yet many of these archives stay open, year after

year, due to the determination of community volunteers who offer countless hours to help

keep their community's heritage alive. In this setting, community participation is

necessary for the sustainability of the institution.

There is a growing sense that community engagement and outreach should be added to an

archivist's duties, along with traditional archival functions that include appraisal,

acquisition, processing, description, preservation, and access. Community engagement is

especially important for smaller institutions that may not receive substantial support from

government or a parent organizations. This study will investigate collaborative

engagement and outreach practices between archives and their communities in order to

understand how each of these parties benefit from working together on building

community heritage in Nova Scotia. Community archives are uniquely able to draw on the support of their respective communities in order to enhance their institutional sustainability and foster a sense of community identity.

1.1 PURPOSE OF THE RESEARCH

Community archives play an important role in Canada that goes well beyond mere record keeping. While they have a unique mandate to preserve the records of citizens and local organizations and institutions, they also provide important context of what it means to be part of a particular community, both past and present. Studying the factors that contribute to the sustainability of community archives in Nova Scotia will bring to light the unique challenges and opportunities that face these small organizations. Furthermore, the methods used might be replicated in other provinces and the collective findings could strengthen the voice of these small archives across the country.

The purpose of my research will be to identify factors that impact the sustainability of community archival collections in Nova Scotia:

- How dependent are small archives on government grants? How are small archives supported by parent organizations?
- What does the role of collaborating with other institutions play in the sustainability of an institution? How might interdisciplinary cooperation between libraries, archives and museums be fostered and still maintain each discipline's professional strengths?

- How do small archives engage their communities? Can innovative practices like participatory archiving prove to improve a community archives sustainability model? How can community members' engagement with its history help foster community cohesion?

Despite having a strong provincial heritage sector, there have been no local case studies that show exactly how community archiving initiatives have been implemented here in Nova Scotia. This study will be the first to draw a direct line between community engagement and organizational sustainability of small archival collections in a Canadian context. Through a structured investigation and evaluation of experiences gleaned from a purposive sample of Nova Scotian community archives, this study will reveal the challenges and opportunities specific to community archival collections and reveal a range of strategies that could enhance the sustainability of these institutions. Learning how community engagement can further stabilize the sustainability of these institutions will build on knowledge gleaned by the CNSA's 2007 Needs Assessment, which uncovered important factors that affect the financial and professional sustainability of archives across Nova Scotia.

1.2 ORGANIZATION OF THESIS

The thesis is organized into six chapters. Following this chapter, Chapter 2 is a review of literature that discusses the history of the Canadian Archival System, archival professionalism and opportunities for inter-institutional collaboration; community development and participatory archival practices. Chapter 3 outlines the methods

employed in the research process. Chapter 4 presents the results of the interviews and surveys and offers profiles of each of the institutions in the study. Chapter 5 discusses the themes that were revealed in the study and draws comparisons between organizations of different management structures and professional capabilities. Finally, Chapter 6 provides conclusions based on Chapters 4 and 5 and suggests directions for future investigation.

Figure 1: Council of Nova Scotia Archives Map of Member Archives

Council of Nova Scotia Archives Map of Member Archives

Source: https://mapsengine.google.com/map/edit?
mid=zuvmG03SXPmM.k1rWwjduLN1A
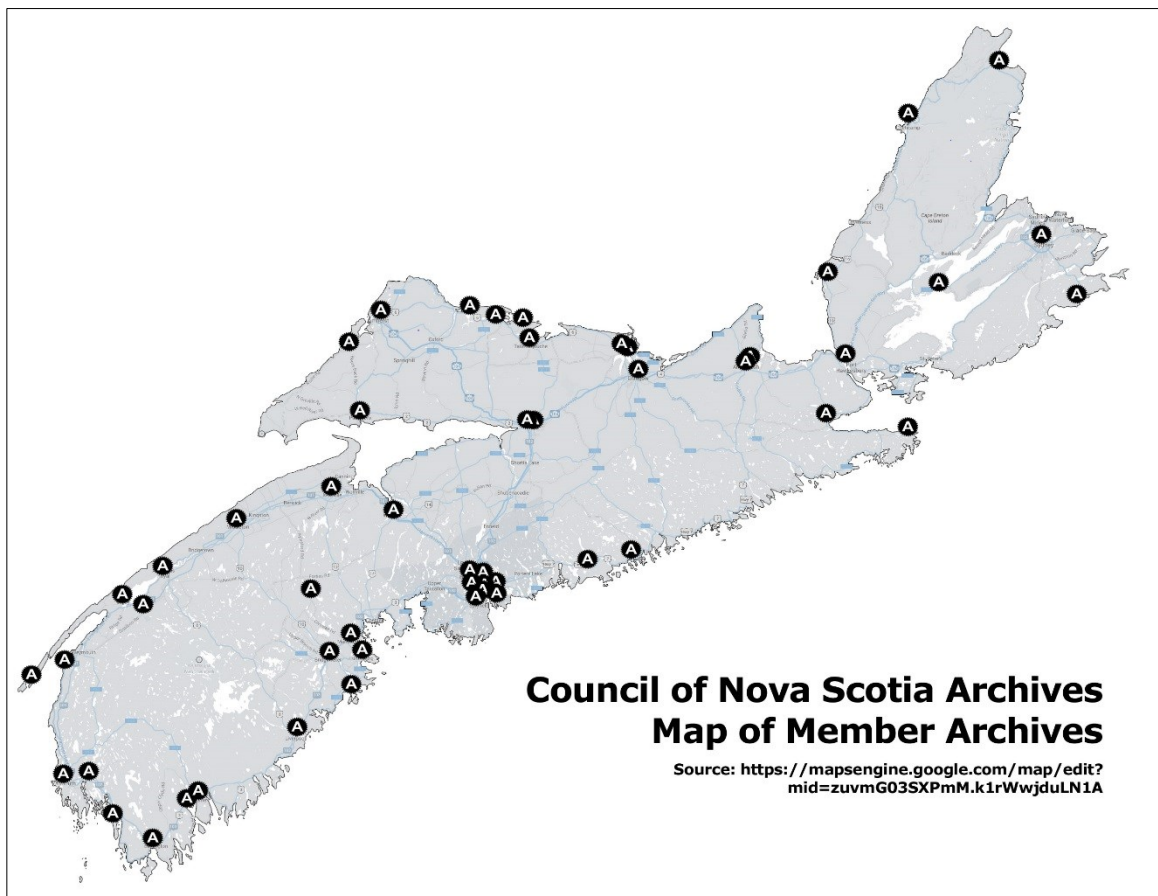
CHAPTER 2 – LITERATURE REVIEW

2.1 HISTORICAL BACKGROUND ON THE CANADIAN AND NOVA SCOTIAN ARCHIVAL SYSTEMS

2.1.1 The Canadian Archival Tradition within the Context of Archival Theory

Canadian archival practice is often understood to be founded on the same principles found in Europe and the United Kingdom, but it has actually evolved in a unique way. Early colonial records were routinely sent back to the head of government in England, so historical societies in the young colony had to travel abroad to search out these documents, where they would then copy and transcribe them in order to bring them back to the colony. The Literary and Historical Society of Quebec, formed in 1824, has been identified as the "intellectual origin" of the Public Archives of Canada (Wilson, 1982, p. 16) and eventually the collections painstakingly gathered by this historical society in Paris, London and New York, became the basis of the parliamentary library in Upper Canada. Similar work was being done in the colony of Nova Scotia, and the first depository for provincial records was established in 1841 by Thomas Akins at the Halifax Mechanics Institute. In 1857, the colony's House of Assembly appointed Thomas Akins as the Commissioner of the Public Records, a role he kept for the next 35 years (Wilson, 1982, p. 17). Canada's first national archives was established 15 years later in 1872, when Douglas Brymner was appointed as the first Dominion Archivist.

European and American archivists of this era saw themselves as neutral guardians of historical state records who collected and protected the documentary evidence of

activities undertaken by government. Since most of the documentation to our colonial history remained the property of Britain and France, these early archivists focused the bulk of their efforts amassing as much information about pre-confederation history as possible through transcriptions and copies, rather than repatriating the original documents. For Akins and Brymner, the historical authenticity of documents, which archival practice ensures through upholding values of original provenance, and *respect des fonds*, were considered much less important than the information held within the documents. (Millar, 1998, p. 109).

These traditional archival values were most famously consolidated in Sir Hilary Jenkinson's 1937 publication, the *Manual of Archive Administration*, a seminal work in archival theory which is still the basis of many archival practices today. Jenkinson strongly believed that the evidentiary value of archival documents lay in their original order of their natural accumulation during the course of regular administrative activities by a governing body of some sort. Documents that were collected or bought for their historical importance were not considered archival by Jenkinson, since the value of archives lay in the contextual whole of the series of interrelated documents, as it was originally collected by its creators (Tschan, 2002, p. 178). It was dangerous to believe that documents could be selected for posterity without retaining the bias and prejudices of their collectors. Jenkinson believed the passive acquisition of records directly from government departments was the only way to maintain archival impartiality and authenticity, and as a result, felt that the collected papers of private citizens had no place in public archives (Fisher, 2009, p. 11). Public archives in the Jenkinsonian traditions

have focused on state records and other government documentation, and considered the collection of private papers amateurish, and too subjective to be truly archival (Cook, 2013, p. 107). Even in the United States, acquisition of private citizen documents has traditionally been up to volunteer-run historical societies.

 Millar (1998) argues that the early Canadian focus on the value of historical information over documentary evidence, as practiced by Akins and Brymner, allowed Canadian archival practice to develop in a very unique way. Despite the dominant trend of disregarding private papers as archival, Canadian archivists remained firm in their mission to collect and preserve as much historical context as possible, public and private. This was a practical approach; pre-Confederation government documents were still the property of European countries, but our sprawling geography also meant that simply collecting government records would give us a very lop-sided understanding of our own country. In 1949, the federal government appointed the Royal Commission on National Development in the Arts, Letters and Sciences (often referred to as the Massey Commission) to investigate the state of culture in Canadian life, including a review of the role of archives. The final report stated that a Canadian National Archives had an important mandate to foster a sense of the Canadian Identity through the active collection and preservation of private and public historical documents, even though common archival practice in Great Britain and United States was to maintain these records separately (Millar, 1998, p.115). The Massey Commission also recommended that "the local archival collection, whether provincial, municipal or private" was an integral part in the effectiveness of the Public Archives (Millar, 1998, p.115).

In the mid-20th century, traditional archival theory began to shift due to the new

challenges of the record-keeping in the modern era. By the end of the Second World War,

many governments around the world were swimming in official documents, and it was

clear that they couldn't all be saved for future reference, as would have been the case in

the Jenkinsonian tradition. Theodore Schellenberg, an American archivist, disputed the

passive role of archives as simple repositories for all government records, and believed

that archivists needed to develop appraisal strategies to determine which records could be

determined as archival, and worthy of retention (Fisher, p.12). For many traditionalists,

Schellenberg's focus on appraisal and the records management lifecycle was a shift that

brought archivists closer to the historian's tradition, who had always collected documents

based on their historical value. Schellenberg, however, was equally dismissive of private

archives and historical collections as Jenkinson had been a generation earlier, and

believed in similar values of the "organic nature of archives" that developed from the

unbroken chain of accrual, directly from government departments (Tschan, p. 179). He

did allow for some situations where non-governmental "historical manuscripts" could be

considered archival, although it was clear he believe they had no place in public archival

institutions:

> ...historical manuscripts, in contrast, are usually the product of a spontaneous
> expression of thought or feeling. They are thus ordinarily created in a haphazard,
> and not in a systematic manner.... Whenever textual records that might otherwise
> be classed as historical manuscripts are created in consequence of organized
> activity − such, for example, as that of a church, a business, or, even, an
> individual − they may be referred to as archives; hence the designations "church
> archives," "business archives," "private archives." (Schellenberg, quoted in
> Fisher, p. 13)

There seems to be little indication that Canadian public archivists were swayed by

Schellenberg's opinions about the suitability of the Public Archives collecting private

documents and manuscripts, although they quickly accepted that appraisal was necessary

for the selection of archival government records. Between 1958 and 1968, the budget for

the Public Archives grew from $500,000 to $2.25 million, which allowed the Archives to

create a new records management program as well as expand their acquisition of private

records (Millar, 1998, p. 116). In 1972, Dominion Archivist Wilfred Smith coined the

term Total Archives to express the Canadian archival ideal that national archives had the

responsibility to collect private and public records of all media types as well as control

the life cycle of government records (Sheffield, 2010, para.9). Although scholars such as

Laura Millar have sought to prove how the Total Archives concept has a long history in

Canadian Archival practice, the concept was nonetheless criticized by many. The

logistical reality of Smith's vision to collect "historical material of all kinds and from any

source which can help in a significant way to reveal the truth about every aspect of

Canadian life" was rightly seen as impossible for any individual archival repository to

achieve (Millar, 1998, 117-118).

In 1978, the Consultative Group on Canadian Archives (CGCA), chaired by Ian Wilson,

consulted and surveyed a wide range of archives in Canada in order to create the first

comprehensive profile of Canadian archives (CGCA, p. 30). The resulting report,

commonly referred to as the Wilson Report, was published in 1980 and provided

Canadians with an understanding of the strengths and weaknesses of archival practice

throughout the country. More importantly, it also provided important recommendations to

ensure that the Total Archives tradition could remain relevant in a rapidly changing context. The report strongly advocated for public funds to be used to develop "a coordinated archival system with increased institutional interdependence" (p. 63), rather than the development of new archives. This decentralized approach would ensure that records considered "essential from a local perspective but peripheral or redundant from a central perspective" would remain housed within their regional context of creation (p. 64). Provincial networks of regional archives could also allow for the coordinated integration of acquisition policies between institutions with overlapping mandates, an issue that had become increasingly important to address.

2.1.2 The Development of an Archival Network in Nova Scotia

Soon after the Wilson Report was published, provincial archival networks began to be established in order to maintain the important links between communities and their histories, with a structure ensuring that even the smallest volunteer-run archives would receive support from public institutions. The Council of Nova Scotia Archives (CNSA) was the first of these networks to be established in 1983. Previous attempts at professional archival associations had been attempted and failed in the Maritime Provinces, but the structure of CNSA was specifically designed to include even the non-professional archives and genealogical organizations. Its second newsletter began with a manifesto of sorts that proclaimed the Council's values and mission:

> It is now some two years since a small group met to attempt to form an archival association in Nova Scotia….Our turtle like progress has been deliberate – we wish to leave no one behind. The interested individual; the single person operation; the larger scale operations all merit equal consideration….Our hope is

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to create a provincial-federal-private industry-volunteer network which will permit the small tasks – those that now seem to fall between the cracks of funding requirements of most agencies – but which are of essential importance to the small archives - to be addressed. In this way, the network we hope to create will have its strength in our smallest organization. We want then to build up rather than trickle down. (CNSA, 1985, p.1).

The early newsletters created by the CNSA for their members show that the importance of community archives in Nova Scotia was consistently valued as a more intimate approach that emphasized the personal relationship with users and their community, and made no apology for the informal nature of practices at small archives (CNSA, 1986, p.3). Challenges relating to funding and professional development were discussed in frank terms, and shared cost purchasing of archival preservation materials and equipment was investigated and established.

During the same time, a federal level organization for archives was being developed. The Canadian Council of Archives (CCA) was created in 1985 to encourage the development of an archival system in Canada by providing a link between the National Archives and the new provincial and regional archival councils being developed across the country. The CCA provided support to these networks through developing funding programs, identifying national priorities, and promoting communication between the stakeholders in the archival system, including archives, researchers, policy makers, and the general public ("About CCA: Canadian Archival System"). The CCA was made up of representatives from provincial councils, the National Archivist, and professional associations of archivists and researchers. In the CNSA's 1986 newsletter, Council President Hugh Taylor reported the positive developments from the inaugural meeting of

the CCA, and noted that "Nova Scotia was recognized as something of a pace setter" as a model of what a provincial council of archives should be (p.5).

Since its development, the CNSA has helped small community archives across the province through general and institutional memberships, which include discounts on archival preservation materials; participation in Archway, a provincially-based archival database; and Routes to Your Roots, a provincial genealogy tourism promotion; as well as various subsidies, loans, and development grants. Nova Scotia was also one of the first provinces to develop a Cooperative Acquisition Strategy that provided a framework for the dispersal of local records when the Nova Scotia Archives began de-accessioning many local records and returning them to their communities of origin in the late 1990s. (Craig, 2001, p. 178; CNSA, *Cooperative Acquisition Strategy*, 2001, p. 2). The Cooperative Acquisition Strategy ensures each archives collects and acquires only those documents that fit their own institution's published acquisition policies, and in so doing also ensures that documents remain close to the communities where they can retain the most impact.

2.1.3 Current Events within the Canadian Archival Profession

In 2004, the National Archives of Canada and the National Library of Canada were combined to become Library and Archives Canada (LAC), under the *Library and Archives of Canada Act*. Ian Wilson, the chair and editor of the 1980 Wilson Report, and seventh National Archivist of Canada, was nominated the new chief Librarian and Archivist of Canada. Soon after, the federal government launched several archival

development grants, including the Archival Community Digitization Program (ACDP) which ran from 2004-2010, and the National Archival Development Program (NADP), which ran from 2006-2012. These programs were developed to increase the professionalism of small archives with an end goal of making more archival documents available to the public through electronic pathways. The modest funding ($1.7 million a year) was distributed with the help of the CCA and provincial councils, and slowly, the nation's community heritage began to be digitized. By all accounts, the NADP was a successful program that aligned well with LAC's strategic plan to increase the capacity of archival networks, and to build awareness and broaden use of Canada's archival heritage (Canadian Archival System Taskforce, 2013, p. 9).

After Wilson's retirement in 2009, Daniel Caron was appointed the new head of Library and Archives Canada, and set an emphasis on digitization of LAC records. The new Conservative Government elected in 2008 did not prioritize culture and heritage initiatives, and LAC began to make the first of many announcements that signaled a dramatic switch in its mandate. In 2009, LAC announced a freeze on purchasing acquisitions that contributed to a comprehensive collection of Canada's documentary heritage. The new national strategy of hoping to maintain a "representative" collection rather than a comprehensive one was due to drastic budget cuts: the $385,461 spent in 2008-09 on historical items went down to $12,000 in the next several years combined (Hall, 2013). This reflected the general decrease in LAC's operating budget; the Canadian Association of University Teachers estimates that the 2014-15 budget will reach just 58% of what it was in 1990-91 (CAUT, 2012). These budget cuts are

particularly astounding since the new priority of LAC was supposedly going to be the digitization of existing collections, an expensive undertaking.

Subsequent announcements were even more startling: LAC's interlibrary loan program was canceled in February 2012, departmental federal libraries across the country have been shut down or consolidated, and on April 30, 2012, the NADP funding was abruptly cancelled without warning, after nine years of successful projects that expanded the capacity of archives across Canada. This last cancellation was particularly shocking since internal assessments of the program in 2010 had stated that the NADP's goals were in alignment with the "mandate and Strategic Outcome of LAC" (Summative Evaluation of the National Archival Development Program, p. 19), and had recommended that LAC explore options to *increase* NADP funding in the future (p. 21). These cumulative cuts were explained by Caron in a 2012 speech to the Canadian Library Association as LAC simply "doing its part to support the Government of Canada's efforts to reduce the deficit and return to balanced budgets in the medium term" (Caron, 2012).

The full measure of these cuts and cancellations has been devastating to all levels of the Canadian archival system, including the Canadian Council of Archives who lost the majority of their funding, provincial and territorial archives who could no longer depend on national leadership, and community archives who lost the extra funding necessary to increase access to their small but important collections. The decentralization of services formerly offered by the federal agency means that greater stresses will be put on regional and provincial archives than ever before, without the supporting funds. This apparent

dismantling of the Canadian Archival System has not occurred without a fight, and lobbying efforts by the academic and professional communities to the Department of Canadian Heritage have been unceasing. Support for the reinstatement of the NADP has been widespread, and institutions from Canada and across the world, including professional associations from the United States, France, the Netherlands and Australia have gone on record to condemn the cancellation of the program (Support from Allied Organizations, http://archiviststrek2012.tumblr.com/support). The resignation of Daniel Caron in May 2013 over an expense scandal has provided some hope that a new Chief Librarian and Archivist could be found who could bring LAC into a new era that balances lean management with a renewed dedication to the preservation of a comprehensive collection that all Canadians can access.

Community archives in Nova Scotia have been more fortunate than those in some other provinces, due to provincial support for the CNSA and grants like Nova Scotia's Provincial Archival Development Program (PADP). However, without the anticipated funds from the NADP, many digitization projects were completely cancelled, and plans to provide centralized access via a new database moved forward much more slowly than planned. A recent change of provincial government in 2013 has also shifted the focus of the Communities, Culture and Heritage department slightly, but how this might affect archival institutions in the future remains unclear.

2.2 PROFESSIONAL COORDINATION AND COLLABORATION

2.2.1 Coordination and the Development of Professional Archival networks

The United Kingdom's National Archives' (2012) recently published three-year action plan, *Archives for the 21st Century in action: Refreshed*, states that increased sustainability "can be achieved in the sector through working together, building collaborative partnerships to open up opportunities and share resources effectively." (p.4). Collaboration is a loosely defined goal for many organizations but it can be difficult to map out a strategy for a way forward, especially when it comes to collaborating with organizations with different professional standards and goals. Of course, this is nothing new. In the late 1970s and early 1980s, the archival profession in North America was loosely connected within national associations (The Society for American Archivists was incorporated in 1938, and the Association of Canadian Archivists was created in 1975), but there was poor coordination between members. Libraries, and to a lesser extent, museums, were looked up to as a model on how to embed cooperation within an evolving archival professional identity (Fleckner, 1976; Ham, 1981). There was a sense that archives could learn from the cooperative networks and systems common with library networks, specifically with the creation of a descriptive standard that suited the needs of archives. Inter-institutional cooperation was also sought with conservation specialists in the museums field to learn methods of preservation, microfilming, and disaster preparedness (Ham, 1981, p. 211).

Fleckner (1976) noted that there was no prescribed formula for successful collaboration but it was important to stay open to new technologies and to "changed perceptions of the way one's professional world might be ordered, and on capable leadership and skillful management" (p. 451). Successful coordination between archives continues to depend on constant evaluation of new opportunities. Today, coordination amongst archival institutions is very common as a response to building digital infrastructure, which is very difficult for any institution to accomplish on its own. Many provincial archival councils, including the CNSA, have developed web portals that bring together the collections of all participating archives in the province into one searchable database. These collections in turn are harvested by the CCA's Archives Canada portal to provide a one-stop-shop for archival research.

Institutional coordination and collaboration will also play an increasingly significant role in joint digitization and digital preservation strategies. Digital preservation demands enormous allocation of resources to store, back up, and maintain accessibility of digitized and born-digital archival records, and many institutions are lagging in this important area. Walters & Skinner (2010) note that "in the digital area, benign neglect fails, and fails spectacularly" (p.260). As a result, institutions are beginning to develop methods to share the costs and responsibilities of digital infrastructure. The Data Preservation Alliance for the Social Sciences (Data-PASS) project (Altman et. al., 2009) and the MetaArchive Cooperative (Skinner & Halbert, 2009; Skinner & Schultz, 2010; Walters & Skinner, 2010) are just two examples of this type of digital collaboration. The Data-PASS project was developed to archive valuable social science research that would otherwise languish

in the computers of individual researchers. The project established coordinating

acquisition strategies, developed best practices for metadata collection, and created a

shared catalog infrastructure (Altman et.al., 2009, p. 184). The 23 members of the

MetaArchive Cooperative model each contribute monetarily but also in-kind with staff,

technology and space to back up and preserve digital collections:

> Member institutions host servers within their own organizational infrastructures. The LOCKSS [Lots Of Copies Keeps Stuff Safe] software makes use of the internet to connect these servers, known as MetaArchive-LOCKSS caches, with each other. Each cache has the same rights and responsibilities – there is no "lead" or central cache for the network. Such a peer-to-peer technological structure is robust: if any cache fails, other caches continue the preservation work they are committed to performing, including repairing a corrupted cache. Since all caches are alike, the work of maintaining the network is truly distributed among all of the network's members. (Walters & Skinner, 2010, p. 265).

Unlike many cooperative digital preservation ventures, the MetaArchive cooperative

structure was designed as a preservation strategy only, not for access through a public

network (Skinner & Halbert, 2009, p. 377). Skinner & Halbert (2009) makes a strong

argument against outsourcing these technical preservation tasks to information

technology specialists:

> Cultural memory organizations that see digital preservation as a secondary or merely technical responsibility are missing the point that our cultural memory is rapidly becoming digital, and that the core of their future activities may well focus on these digital knowledge resources. Outsourcing this core mission of preservation may eventually amount to a systematic restructuring of the sphere of cultural memory institutions, centralizing this function in a relatively small handful of specialized corporations…The problem with this kind of restructuring is that while it arguably may improve efficiencies of scale, it changes the equation of control of cultural memory in ways that are not ultimately advantageous for cultural memory organizations. (p. 382).

It is clear that archives will face substantial challenges in the future, just as they have in the past. The literature demonstrates that working on joint solutions to emerging problems with the help of partners have increased the sustainability of individual archives in the past, and suggests that continued efforts in this direction might also have positive results in the future.

2.2.2 Collaboration among Libraries, Archives and Museums

In the past, archives have looked to established libraries and museums systems for guidance on how to develop their own professional systems, rather than to undertake cross-disciplinary projects together, but this is beginning to change. Collaborative projects between Libraries, Archives and Museum (LAM) are becoming more common in order to share scarce resources and to reach a wider audience, but they vary widely in scope. The Collaboration Continuum concept developed by OCLC is a useful way to conceptualize the development of collaborative strategies, from mere contact to transformative convergence (Zorich, Waibel & Erway, 2008, p. 11). This model emphasizes that collaboration and convergence do not happen without major investment and risk. Organizations must first get to know one another before they can begin to Cooperate together, which can be as simple as hosting and planning a joint event. Coordination follows when joint projects become too complicated to administer on an ad-hoc basis, and reporting and accountability become necessary. The next step on the continuum is Collaboration, which surpasses information exchange to create something truly new that could not have been achieved by either institution on its own. Convergence is achieved once collaborative practices are engrained in the organizational culture.

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Figure 2: The Collaboration Continuum. (Zorich, Waibel & Erway, 2008)
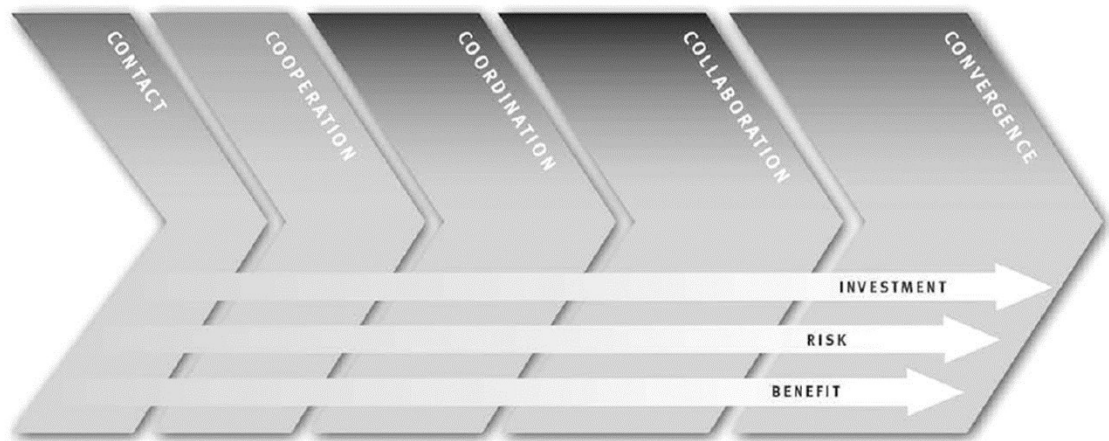
This model is particularly useful when LAMs share common goals or common geography. (This concept of the Collaboration Continuum will be discussed at greater length in context with Nova Scotia community archives in Section 5.6). Yarrow, Clubb & Draper (2008) studied the trends of collaboration and cooperation between public libraries, museums, and archives at the local community level in order to discover how working together can "support lifelong learning and community development, become partners in a variety of cultural and economic initiatives, enable universal access to information, preserve heritage materials, reach new customers and improve core services" (p.6). The researchers found many examples of these types of institutions engaging in collaborative programming, and convergence in terms of sharing facilities and electronic resources that began with cooperation.

Waibel and Erway (2009) discuss collaborative efforts within major museums like the Smithsonian and the Victoria and Albert Museum, and at universities like Yale,

Princeton, and the University of Edinburgh. While it may seem obvious that collaboration

should occur between two branches of the same institution, Waibel and Erway learned

that institutions like universities often unwittingly discourage collaboration by fostering a

competitive environment where branches are pitted against each other for funding, and

performance reviews focus on narrow goals and accomplishments (p. 6). A recently

published report from The Smithsonian also stressed the need for LAMs to work together

rather than compete for the public's attention. The report suggests that archives and

libraries actually have an easier time adapting to the digital world than museums because

they were "founded on the premise of open access for users" as opposed to museums

"which have been centered on offering carefully curated exhibitions from their

collections" (Clough, 2013, p. 9). From the standpoint of one of the world's greatest

museums system, collaboration between archives, libraries and museum is necessary to

achieve new goals in a digital age where users are learning to navigate their own

experiences, rather than have it curated for them in a focused way.

This admission from one of the world's leading museums allows us to begin to

understand how the fundamental differences between archives, libraries and museums

can impact the nature of collaborative projects. Manžuch (2011) studied the motivations

for European archives, libraries and museums to collaborate and discovered that libraries

were more actively engaged in collaboration and had larger partner networks than

museums and archives (p.336). However, research showed that libraries tended to

collaborate with other libraries; and archives and museums were found to be more open

to collaboration with other types of memory institutions (p. 332). This can perhaps be

explained by the competent professional identity of librarianship discussed in Section 2.2.1: librarians have long been used to getting organized on their own to create project plans that incorporate consultation with the public. Inkster (2012) unwittingly presents an example of this phenomenon in the abstract of her paper, "A virtual sense of place: Public libraries as creators of local studies indexes and online resources":

> There is a pressing need for public libraries to create indexes and resources relating to their local area. They can no longer rely on historical societies or genealogy groups to produce pamphlets or local histories to be catalogued and put into their collections. They need to be proactive and instigate these projects, whether they do the work themselves or use volunteers. (p.1)

In this scenario, collaboration with historical societies and genealogy groups is not considered. Indeed, the need of the community must be served by a "proactive" approach where public libraries go ahead and get the work done. This service-first attitude may fit the needs of current users who will eagerly browse collections; but these digital resources may have a limited lifespan without the greater historical context that archivists could provide on provenance and historical context. Neglecting to collaborate with inter-institutional partners may actually be a disservice to the long-term success of projects like these.

Many scholars have written about the fundamental differences between the LAM professions (Trant, 2009; Given & McTavish, 2010; Hunter, Legg & Oehlerts, 2010; Robinson, 2012; VanderBerg, 2012) but there is little agreement whether these differences hinder future convergence. Hunter, Legg & Oehlerts' (2010) case study of a large digitization project in a university involving collaboration between a project archivist, a digital projects librarian, and a metadata librarian, emphasized the positive

aspects of the collaboration, while admitting that difference in professional

methodologies initially made it difficult to communicate project goals clearly. However,

by the end of the project, each team member had lent their particular strengths to the

project and they succeeded in developing a project that none of them would have been

able to accomplish on their own. VanderBerg (2012) suggests that successful initiatives

like these may not actually be positive for the archival profession, which should retain

traditional recordkeeping as a core mandate:

> While archives may have the most to gain from convergence as a marketing
> initiative, their practices and theories may be the most vulnerable in this
> partnership and are put at great risk when merged with libraries and museums… It
> should be asked within the archives profession, then, whether it is sufficient to sit
> comfortably in the shadow of libraries and museums. Alternatively, archivists can
> boldly assert the essential recordkeeping functions that form the core of the
> discipline and distinguish archives within the information field. (p.144)

Robinson (2012) agrees that the classification of libraries, archives and museums into

generic "memory institutions" in some jurisdictions "oversimplifies the concept of

memory, and marginalizes domain-specific approaches to the cataloguing, description,

interpretation and deployment of collections that lead museums, libraries and archives to

engage with history, meaning and memory in significantly different ways." (p. 414) Trant

(2009) and Given & McTavish (2010) examined current MLIS, Museum Studies, and

Archival Studies programs in North America, and found that the zeal for convergence

had not yet made its way to curriculum of accredited schools, where "archivists,

librarians, and museologists continue to pursue separate degrees of study with very little

curricular overlap" (Given & McTavish, 2010, p.9). Trant (2009) suggests that there

should be more focus on interdisciplinary management courses in information studies

programs to encourage collaboration and convergence in the future:

> The very idea of convergence arises from the fact that libraries, archives, and
> museums operate within common social, organizational, political, economic, and
> legal contexts. A common curriculum would address issues of strategy, policy,
> and administration inside and outside organizations. (p. 378)

2.3 THE POLITICS OF COMMUNITY DEVELOPMENT

2.3.1 Definitions of Community

Literature regarding the future of archives in Canada has generally focused on the

establishment and maintenance of professional communities, as seen in the previous

sections on the historical background of the Canadian archival system and the

development of provincial councils. However, community archives can often identify

with, and depend on, the support of their social, geographic, religious or cultural

communities more than the associations and councils of professional archival

communities. This section will unpack how relationships with communities present

challenges and opportunities to the sustainability of community archives, and also how an

understanding of community heritage can enhance a community's sense of self identity

and cohesion.

The simplest definition of the word community is "a group of like people" or the place

where these people live, but the word has taken on additional nuances of meaning that

can complicate the idea of community archives. Even the *Oxford English Dictionary* has

thirteen distinct definitions of the word community, including several highlighted below:

- A body of people or things viewed collectively;

- A body of people who live in the same place, usually sharing a common cultural or ethnic identity;

- A body of people leading a communal life according to a religious, ideological or political grounds;

- A group of people distinguished by shared circumstances of nationality, race, religion, sexuality, etc.; esp. such a group living within a larger society from which it is distinct;

- A group of people who share the same interests, pursuits, or occupation, esp. when distinct from those of the society in which they live.

The following review will incorporate all of these definitions, including a brief overview of sociological concepts relating to how groups of people function, issues facing rural communities in Canada today, and the role of volunteers in community efforts.

2.3.2 Social Theory and Community

The popular concept of community often carries a positive connotation, but the inner workings of any group of people is complicated by the push and pull of individual levels of conformity to group norms. Understanding how individual motivations contribute to the way communities function is a central focus of sociologists who analyze patterns in group behaviour. Elias & Scotson (1965) referred to this pursuit as attempting to identify "the specific community aspects of a community" (p.146). The concepts most relevant to the discussion on the impact of community relations to the sustainability of community archives are social capital, social cohesion, and insider/outsider groups.

Many sociologists believe that individuals participate in groups in order to attain status in

a groups, and that they can accrue social capital by becoming connected through various

networks in their community. This idea that social capital can be developed and

accumulated has become a central point to many studies investigating sustainability in

rural communities, but has relevance for communities of all types. In her recent article

investigating Atlantic Canadian communities' ability to adapt to socio-economic change,

Stacy Wilson-Forsberg (2013) cited a wide number of influential social theorists

including Bourdieu, Putnam, and Farr and offered this definition of social capital:

> the network of associations, activities, or relations that bind people together as a
> community via certain norms and psychological connections, notably trust, and
> which are essential for civil society and productive of future collective action or
> goods, in the manner of other forms of capital (p. 166).

Halseth, Bruce & Sullivan (2004) defined social capital as the "foundation of trust and

prior relationships" between individuals or groups that must be "maintained and nurtured

in order to be effective." (p. 315). Political scientists have become interested in the

concept of social capital to explain and guide group behaviour, and think of social capital

in terms of community participation rather than the acts of individuals. Robert Putnam

was influential in spreading the notion that "communities with high levels of social

capital are marked by extensive civic engagement and patterns of mutual support"

(Wilson-Forsberg, 2013, p. 167). These communities can be said to have high levels of

social cohesion.

Social cohesion has been defined as "the ongoing process of developing a community of

shared values, shared challenges and equal opportunity…based on a sense of trust, hope

and reciprocity" (Woolley, 2003, p. 150). Communities with high level of social cohesion can be very productive because members come together to work for a common good, and often have high rates of volunteerism and participation in community organizations. Many community development projects are centered on increasing social cohesion in order to raise the standard of living in some way.

However, an unintended negative consequence is that cohesive communities are often closed to outsiders who don't conform to community norms, which limits the ability for communities to develop their economic and social capacity (Dayton-Johnson, 2004; Halseth, 2004). Elias and Scotson (1965) were interested in understanding the problems that arose from these communities with high levels of social cohesion in "older" families. They noticed that "oldness" became a social asset that helped to entrench power within a specific segment of the population, and inevitably contributed to social inequity (p. 152). Contemporary urban communities in England are currently using the idea of community cohesion to address the problems that can arise from newcomers moving into areas with long term residents. The new concept of social cohesion that is developing there as a basis for community development requires an acceptance of diversity and active programming to ensure cohesive communities include the voice of all residents. (Broadwood & Sugden, 2009; Bhari & Broadwood, 2010).

2.3.3 The Role of Volunteers in a Community

Volunteers are vital to the work of community organizations of all types, and it is informative to learn how rates of volunteerism correspond with various socio-

demographic aspects of communities. A recent report entitled Volunteering in Canada (Vezina & Crompton, 2012) compiled a wide range of statistics related to Canadian volunteering trends. Vezina & Crompton found that in 2010, 54% of people aged 15 and over in Nova Scotia volunteered regularly, a rate higher than the national average of 47%. The study noted that a partial explanation of this spike in volunteering was that rates of volunteering were generally higher in rural and less urban regions "so one might expect provinces with fewer large urban areas to generally have higher volunteer rates" (p. 45). However, the study also showed that Nova Scotia volunteers were the most committed in the country in 2010, donating an average of 207 hours per year, much higher than the national average of 156 hours (p. 46). Vezina & Crompton also noted that 2010 data confirmed that people with a university education are "much more likely" to volunteer than those with less education: "In 2010, 58% of adults with a university degree reported doing volunteer work, compared with 37% of those without a high school diploma and 43% of high school graduates." (p. 40). They also noted that higher family incomes were correlated with higher rates of volunteering. Although lower income volunteers were able to devote a greater number of hours per year, the rates of volunteering consistently increased with each rise in income level. Similarly, the study revealed that employed Canadians have higher rates of volunteerism than unemployed Canadians do. (p. 42).

Findings like these provide a strong basis to various studies relating to community development that note that communities with higher social cohesion have higher rates of volunteerism, often due to the fact that volunteering allows individuals to develop their social capital within a community (Bruce, Ellis, & Delury, 2006; Crooke, 2010; Dayton-

Johnson, 2004; Halseth, Bruce & Sullivan, 2004; Loulanski, 2006; Mydland & Grahn, 2012; Perkin, 2010; Turcotte, 2005; Vezina & Crompton, 2012; Wilson-Forsberg, 2013; Woolley, 2003). Woolley (2003) suggests that high volunteerism rates can actually be a sign that governments are not responding to community needs, and proposes that lower rates of volunteerism in provinces like Quebec might indicate that a highly cohesive society makes more emphatic demands on government to see to community needs (p. 170). Corinne Perkin (2010) discusses volunteering and membership related to community heritage institutions as a particularly valuable way to increase social capital, but recognizes that conflicts arising from competing agendas and motivations of individual members as well as external issues arising in other community organizations "can result in decreased member involvement and productivity" within a community heritage group (p. 116).

2.3.4 Issues Facing Rural Community Development in Nova Scotia

Rural community development is an important concept in the study of community archives in Canada. Although not all community archives in this study are in rural settings, many of the towns and cities in Nova Scotia are still hours away from a substantial city centre, and therefore retain many of the aspects of rural communities. These rural communities face many socio-demographic challenges: statistics show that the population of rural areas of province are declining, and the average age of residents is getting older (16.6% of Nova Scotians are 65 years or older, compared to 14.8% for the rest of Canada; Nova Scotia Community Counts.) In Nova Scotia, the only rural counties experiencing growth are those within a 60 minute drive from downtown Halifax (Nova

Scotia Commission on Building Our New Economy, 2014, p.76). Wilson-Forsberg's

2013 study endeavored to discover why some rural communities in the Atlantic provinces

have the capacity and innovation to evolve, and others "stagnate, decline, and die out" (p.

160). She acknowledges that it is difficult to assess the specific factors of social cohesion

that allows a community to think innovatively about their shared future, but was able to

determine that "strong and cohesive communities, whose members recognize their

common identity and shared fate, and who are prepared to work together and with other

communities for the good of all, are more adaptive to change." (p. 170).

However, Wilson-Forsberg (2013) also suggests that "a naïve view of rural communities

as places where civic harmony and inclusion triumph" often overlook the fact that

cohesion can come at a cost that includes "exclusionary tactics by privileged groups" (p.

167). In Nova Scotia and other Canadian Maritime provinces, this idea is often expressed

by the term "Come From Away" or CFA, to describe people who didn't grow up in the

region. Although Maritimers are renowned for their friendliness to visitors, there is a

sense in some communities that you will never truly belong to the community if you

don't have multi-generational roots there. As a result, interested newcomers can remain

locked out of community activities and decision making because of their status as an

outsider (Hirtle, 2011). There have been occasional formal efforts in Nova Scotia to

discourage the use of the term CFA, especially in this era of declining populations: in

2008 the provincial opposition Liberal party unsuccessfully attempted to ban the phrase,

as it "does not project the welcoming society needed to attract and retain newcomers to

Nova Scotia" ('Come From Away' should go, Nova Scotia Liberals suggest, 2008).

This notion of who can belong to a community is complicated by issues of race and ethnicity as well, as communities in Nova Scotia have historically been quite segregated due to religious, cultural, racial, and geographical reasons. The Mi'kmaq, Acadian, Gaelic, and African Nova Scotian communities developed strong communities across province, but discrimination and isolation meant that these groups were not historically integrated into the wider provincial economy and culture and were often socially isolated (Nova Scotia Commission on Building Our New Economy, 2014, p.23). Although perhaps not as rigid as they once were, cultural barriers to community membership are still in place, and a native Nova Scotian might just as likely be known as a CFA as a newcomer might, if she attempted to move into a community that crossed traditional cultural boundaries. Megan Henly (2012) wrote that race complicates these insider/outsider group relations in rural Maine, an area very culturally similar to Nova Scotia. In Maine, like Nova Scotia, "established" families are designated as such by their tenure of residence that distinguishes them from newcomers of the same race. However, people of colour with similar long tenure of residence in the communities are not accepted as insider groups either. This understanding of long-term residents and CFAs will likely figure prominently in the discussion of heritage institutions like museums and archives in Nova Scotia.

Another important aspect of insider/outsider groups in rural Nova Scotia relates to the urban/rural divide. As has been mentioned previously, Nova Scotia is a predominantly rural province, with an economic engine in the main city centre of Halifax. The Report of the Nova Scotia Commission on Building Our New Economy (2014) has suggested that

the fault lines between rural and urban Nova Scotia are among the most serious impediments to moving our province's economy forward, and that urban Nova Scotians can be "insensitive" to the challenges facing rural regions (p. 10). Although there is some commitment on behalf of policy makers to encourage economic development in rural regions, there is an underlying expectation embedded in the culture that in order to succeed, you must leave your home town and make your way to the city.

Michael Corbett's (2006) *Learning to Leave: The Irony of Schooling in a Coastal Community* suggests that cohesive rural communities are actually fractured by school curricula that disconnect young people from their homes and families. Corbett's study reveals the disconnect between the education system that is geared for maximum flexibility and mobility, with traditional community industries such as fishing that require a different set of knowledge and skills. He suggests a solution where rural schools "need to adopt a more place-sensitive focus in the sense that schooling must be connected to the specific struggles and problems encountered in particular rural locales" (p. 269). Corbett admits that leaving rural communities to pursue higher education in larger centres may still be important and even valuable in order to give residents a new perspective on solving old problems back home such as environmental stewardship. Corbett also emphasizes the need for rural education to emphasize the importance of confronting racism, sexism and traditional constructions of masculinity and femininity that can be very common in culturally cohesive communities. (Corbett, p. 269).

2.4 COMMUNITY ARCHIVES AND PROFESSIONAL IDENTITY

2.4.1 Definitions of Community Archives

The definition of the term "community archives" is evolving; like the word community, definitions of the concept are fluid and dependent on context. Andrew Flinn is a leading scholar on community archives in Great Britain, and has written more than twelve articles about different aspects of community archives in the last decade. In 2007, he defined the term as "the grassroots activities of documenting, recording, and exploring community heritage in which community participation, control and ownership of the project is essential" (p. 153). Flinn (2007) acknowledges that these communities may not consider their activities as "archival" at all, and may not have any relationship with formal heritage providers (p. 154). In the world of archival theory represented by Jenkinson and Schellenberg, these types of collections would never be considered archival, as they flout the standards of evidence and even what can be considered a document. By expanding the definition of community archives to include groups like local history societies, Flinn is attempting to raise awareness of the legitimacy of these practices to the broader archival community.

For Flinn, community archiving is a collaborative process of working with history. Because public archives have always housed the documents of power, created by men of power, the public record excludes many groups, including ethnic and racial minorities, LGBTQ groups, women and children, refugees, and many others. Collecting the papers of groups of private citizens was beyond the scope of most national archives, and was left to non-professional heritage groups to preserve, if at all. Many underrepresented

community histories came close to disappearing as a result, and were revived by dedicated community historians and archivists. In Flinn's model, these archives do more than passively acquire and describe records; they are actively engaged in collecting and soliciting non-textual records like oral histories, artwork and artifacts that represent a community's shared history (Flinn, 2011, p. 6). Bastian (2012) goes even further to advocate for creating a living cultural archive, which attempts to preserve and describe "mobile, transient, ephemeral" events like dances, oral performances and folklore (p.2) with the assistance of involved community members. Similarly, many community archives which represent indigenous people under- or mis-represented by colonial archival systems offer an opportunity for the community to decide what is important to them. Community archival practice in these situations is seen as an important first step in the decolonization process. In these situations where communities were ignored or actively repressed, independence from state power structures such as Provincial or National Archives is vital to the process of reclaiming community history.

Joanna Newman (2012) combines the emphasis on a participatory community approach with the concept of traditional archives, to create her own comprehensive definition of community archives from a New Zealand perspective:

> Community archives are collections of archival records that originate in a community – that is, a group of people who live in the same location or share other forms of community of interest – and whose collection, maintenance and use involves active participation of that community. (p. 38).

While Flinn and Bastian's broad interpretation allows for any activities related to community heritage, Newman's emphasis on "collections of archival records" aligns more closely with the type of community archive found in Canada.

Much of the Canadian literature actually avoids using the term "community archives" altogether. In the Wilson report, published in 1980, there are discussions about the needs of "local", "regional" and "small" archives, and of their importance to their communities, but the archives themselves were never called "community archives". Fisher's (2009) definition of "private archives" deliberately encompasses all non-public archives, including the fonds of non-profit organizations and for-profit business, as well as "the fonds of... less formal groups of people acting in concert, like a social movement" (p. 6). In contrast to the European tradition where public archives avoided collecting private papers, the common Canadian understanding of community archives often includes municipal archives as well as archives holding the records of self-defined communities. Our immigration history has likely influenced our understanding of the concept of community in a way that would not be relevant in the European tradition. Historic patterns of migration, especially in the Canadian west, meant that towns and regions often had a particular ethnic identity that would be strongly represented in their municipal and other government papers. This reality, combined with Canada's "Total Archives" approach to amassing historical collections which included some private community experiences, has meant that some ethnic and minority groups have very good representation in our public archives. However, there are many groups who historically

lived outside the margins of power who are still severely underrepresented today in Canadian archives, including African-Canadians, and Aboriginal peoples.

In Nova Scotia, the term community archives is usually associated with small, rural archives, which collect the histories of the Acadian, British, Scottish, Loyalist, and African-Nova Scotian settlers. These archives often focus on private citizen records and do not necessarily collect any records connected to their local governments. Many of these Nova Scotian institutions are volunteer-run organizations that depend on the participation and collaboration with their community, but it is important to note that many of these archives remain firmly connected with the provincial heritage system through membership with the CNSA and participation in provincial tourism campaigns. In Nova Scotia, heritage tourism is becoming big business, and rural archives are highlighted in the provincially sponsored 'Routes to your Roots' genealogy tourism website, which defines community archives this way: "Each community archives collects historical information for their geographical area…. A community archives may be physically located in a museum, public library or genealogy centre, be part of a university, or stand alone as a municipal or provincial government institution." (Routes to your Roots; *Community Archives*). By reaching out to the Nova Scotian diaspora to rediscover their family roots, community archives may be expanding the notion of community to include those who may not have ever stepped foot in the province, but who share the bond of historical kinship.

This thesis will merge these definitions of community archives. Newman's concept of community, "a group of people who live in the same location or share other forms of community of interest", will be added to the geographically-based Nova Scotia definition. This definition allows me to study rural community archives, as well as archives that represent a "community of interest", such as religious archives, folk music archives, and ethnocultural archives. Newman stated that in order to be a community archives, the community must be actively involved in the collection and maintenance of items: this study will attempt to discover if this half of Newman's definition holds true in the Nova Scotia archives environment as well.

2.4.2 The Politics of Community Archives

While all of these definitions seem straightforward, there is a growing unease with the politicization of the term among some archival practitioners and academic theoreticians, especially those from Great Britain, who fear that the term "community" is becoming shorthand for "minority community". Andrew Flinn (2011) has expressed his concerns about the "definitional slipperiness" of the term community from a British perspective: "It can be employed to refer to a local neighborhood or it can be used, particularly in government and public policy-speak, as a euphemism for a group considered different (or as "Other") in terms of their ethnicity, faith, or sexual orientation" (p.5). Waterton and Smith (2010) describe community as one of those words that is "used, abused, and reused" (p.4) in heritage studies, and that the problematic nature of the term "operates as a questionable means of maintaining the status quo" (p. 5). These definitions of community show how relations of political power change our understanding of the word.

Elizabeth Crooke's (2010) investigation into the motivations behind the politics of community heritage found that communities come into being when individuals realize they can gain some kind of advantage by association with others (p. 19). Once entrenched, these communities develop leaders who defend cultural markers that help define the group. Eric Ketelaar (as quoted in McKemmish, Gilliland-Swetland & Ketelaar, 2005) suggests that these common cultural markers forms the basis of community: "to be a community, family, a religious community, a profession, involves an embeddedness in its past and, consequently, in the memory texts [in any form, written, oral, as well as physical] through which that past is mediated" (p. 2). Communities can become defined by codes of conduct that determine membership, or by excluding those who don't share a common ethos. Crooke admits that community can be a negative experience for some as well as an enriching and valuable process for others, depending on how, and by whom, these cultural markers are developed (p. 19). This can be exacerbated in geographic communities where membership of the community also requires a common history and ethnicity, which makes it difficult for newcomers to be accepted.

All of these definitions of community reveal truths about the way groups of people treat each other, how membership in a community is defined (and by whom it is defined), and how people develop personal identity as a result of belonging to these groups. All of these definitions will play a part in the discussion of the value of community archives in Nova Scotia.

2.5 Factors that Contribute to the Sustainability of Community Archives

I have attempted to illustrate the vital role that community archives play in creating and developing our collective heritage within the Canadian archival system, and have articulated the value that these small archives provide by contributing to the cohesion of their communities, however they are defined. Unfortunately, many institutional challenges remain, and the sustainability of these local institutions can be tenuous. Joanna Newman's 2011 study, "Sustaining Community Archives" identified specific factors that influenced the sustainability of community archives in New Zealand. Newman determined that these factors were based on three general categories: organizational characteristics, which include factors like governance, funding, collaboration and dynamism; robustness of archival capabilities, which include professionalism and preservation infrastructure; and levels of community engagement. Newman's sustainability model provides some measurable benchmarks for sustainability that will be very useful in my study.

2.5.1 Organizational Factors

I have touched on the organizational characteristics of archives in Nova Scotia as members of an integrated network where provincial councils provide guidance and support. Provincial support is also provided through grants and tourism programs such as "Routes to Your Roots" which cater to the booming genealogy market, which in turn brings in modest revenue for community archives. However, this modest financial support cannot be enough to sustain community archives. Studies of American and

British archives suggest that funding must be diversified to develop fee-for-service programs and to develop promotion strategies targeted to solicit bequests from diverse funders, in addition to making use of dedicated volunteers (Huth, 2007; National Archives, 2012).

Professional collaboration is increasingly seen as a vital to the sustainability of archives. Collaboration with commercial partners to undertake digitization projects is suggested as a sustainability technique (National Archives, 2012), although in Canada this type of collaboration between Library and Archives Canada and Ancestry.com (for-profit) and Canadiana (not-for-profit) has led to accusations of selling our public trust to commercial entities, something that has been vehemently denied by those involved (Groover, 2013; Spears, 2013; Velarde, 2013). A less controversial collaboration is with other information institutions like museums and libraries that can strengthen these institutions' complementary goals. These institutions can productively work together by creating collaborative public programming that cross-promote key topics, building collaborative electronic resources, integrating facilities (Yarrow, 2008), undertake digitization projects between institutions (Manžuch, 2010) or between libraries, archives and museums belonging to the same institution (Waibel, 2009). Collaboration between archives and museums already appears to be strong in Nova Scotia: over 40% of institutional member respondents to the CNSA's needs assessment survey in 2007 self-identified as part of a museum or historical society (CNSA 2007), and at the Association of Nova Scotia Museums (ANSM) conference this fall, there were discussions about planning a joint conference with CNSA for 2014 due to the common goals between the two organizations.

2.5.2 Archival Capabilities

Maintaining archival standards that are recognized by professional organizations such as the Canadian Council of Archives (CCA) and the Society of American Archivists (SAA) is vital for the long-term sustainability of community archives. However, this goal is problematized by the fact that many individuals managing small archives have no professional training, and often depend on community volunteers for many archival duties. There is a gap in the literature that relates to the consequences of a lack of professionalism in archives, aside from case studies of poorly planned digitization projects (Molinaro, 2010) but it is generally agreed upon that provincial or state archives have a responsibility to foster professionalism in community archives in order to preserve documentary heritage (Huth 2007). In Nova Scotia, the CNSA provides support to two levels of membership, neither of which requires those in charge to have any professional training. According to their 2012/2013 Annual Report, the CNSA currently has 27 Institutional Members and 34 General Members. An organization may apply for an Institutional Membership as long as it has developed acquisition, access and preservation policies; a designated individual who is accountable for the Archives operation; a secure, designated space for records; is open to the public at least one day a week; and has a written mandate approved by a governing body that the archives is a unit of responsibility (CNSA website). Those institutions who cannot meet these criteria may join as General Members, which gives them access to professional development training and other professional advantages, but does not permit them to be eligible for grants.

2.5.3 Community Engagement

I have already discussed the importance of community engagement for the vitality of community archives, but Newman shows that engagement is an important component of institutional sustainability as well. Community engagement is essential to the sustainability of organizations that operate within a given community. Community asset-mapping has become an important activity that allows organizations to systematically enhancing connections to community by investing in the community itself and utilizing community strengths (Kreztmann & McKnight, 2005). Engagement is no less vital with heritage institutions like museums, and many scholars are studying the possibility that community-driven heritage engagement can in fact revitalize communities themselves (Perkin, 2010; Mydland & Grahn, 2012; Loulanski, 2006). Community engagement with heritage institutions has been identified as a crucial goal in Nova Scotia, and was the topic of the 2013 ANSM conference this autumn.

Community archives run by professional archivists can be very well managed, but collaborating with communities can still be a difficult and sometimes even threatening idea to many professional archivists (Flinn, 2007, p.170). Much of this literature focuses on museums, but a growing number of archival scholars suggest that engaging community in archival practices such as appraisal, arrangement, description, and access is an extremely meaningful process that provides impetus to community development and strengthening of community identity (Stevens, Flinn & Shepherd, 2010; Flinn, 2011; Shilton & Srinivasan, 2007). These scholars show that archives that include and engage their community on every level have the possibility to foster a sense of community in

addition to stabilizing the sustainability of the institution. The participatory approach

allows for a more nuanced understanding of the importance of community documents and

objects, which then has the potential to create a more accurate awareness of the

community through exhibits or displays at partnering museums or libraries.

2.6 A NEW ARCHIVAL PARADIGM: UNDERSTANDING THE POWER OF COMMUNITY ARCHIVES

While it may appear that the activist practices of archivists like Flinn, Bastian and Shilton

& Srinivasan described in Section 2.3 are very ideologically different from rural

community archives in Nova Scotia, all of these archives have a stake in contributing

toward a new archival paradigm centered on community. Terry Cook (2012) has

proposed a rereading of archival history where the dominant theories of archival practice

have been integrated into a set of sequential paradigms to show how thinking about the

archivist's role in the collection and preservation of historical documents has evolved

over time. Cook has named his four archival paradigms evidence (Jenkinson and the

archivist as custodian); memory (Schellenberg and the archivist as historian); identity

(postmodern thought and archivist as mediator) and community (archivist as activist and

facilitator). Cook stresses that his somewhat chronological format does not imply that

earlier paradigms pass away once a new paradigm develops; rather, each paradigm

modifies the historical role of the archivist to adopt more comprehensive and inclusive

approaches to preserving historical records. Most archives, including community archives

in Nova Scotia, have unique priorities that require them to focus on the needs of their

communities, which still depend on preserving evidence and memory to create a common

identity. However, Cook's article is a valuable for this project due to its articulation of the value of each paradigm, and for the new possibilities that the community paradigm could bring that would strengthen and invigorate the ideas of archival evidence, memory, and identity in order to foster community cohesion.

2.6.1 Participatory Archival Practices

There has been a great deal of excitement about the potential of participatory archival practices to shift the power balance from a place of expert authority to a shared responsibility where communities can participate in the archival process (Shilton & Srinivasan, 2007; Bastian, 2012; Flinn, Stevens & Shepherd, 2009; Flinn, 2011; Cook, 2013). In traditional archival practice, only trained archivists have the authority to make decisions about the "archival quality" of records, which influences future understanding of individuals, groups, and historical events. Because of historical biases, entire groups of people were often left out of the public record altogether, or severely misrepresented, and it can be very difficult to collect the remaining fragments decades or even centuries later. Joan Schwartz and Terry Cook (Cook & Schwartz, 2002; Schwartz & Cook, 2002; Schwartz, 2006) have written extensively about the nuances of archival power in order to remind archivists of the immense responsibility that accompanies the routine practices of archival appraisal and arrangement. The growing awareness of these responsibilities has encouraged some archivists to think about ways to engage communities in archival processes.

Many archivists believe that participation should begin by embedding the community in the initial stages of archival practices, even before it becomes available to the public. Katie Shilton and Ramesh Srinivasan (2007) suggest that inviting members of a specific multicultural community to participate in the acquisition, appraisal, arrangement and description of historical documents can ensure that full contextual understanding can be built into the permanent record, in addition to supplying contextual metadata. In traditional archives, records and documents are usually acquired passively at the end of their records management life cycle or through donations, or purchased when items are deemed to hold particularly important historical significance. In the participatory model suggested by Shilton and Srinivasan, members of the community can actively capture oral histories, and collect recordings of performances of songs and dances that have vital context for a community (2007, p. 91). Soliciting participation in the archival appraisal process allows the community to discern what has particular value as evidence of their history, and is deserving of preservation.

For many communities with a strong oral culture, particularly indigenous communities (but certainly not limited to indigenous communities), non-textual material like objects, and performances of songs and dances represent the record-keeping practices of their culture. As such, these records provide information that is often more inherently trustworthy than colonial textual documents which often grossly misrepresented these cultures and in some cases, the evidentiary value of indigenous oral testimony has been validated in court (McKemmish, Gilliland-Swetland & Ketelaar, 2005, p.5; Frogner, 2010, p. 87). Many scholars have discussed the necessity of rethinking the idea of

provenance and archival evidence in archival practice to reflect the need to assign archival legitimacy to these non-textual records (Pylypchuk, 1991; McRanor, 1997; McKemmish, Gilliland-Swetland & Ketelaar (2005); Frogner, 2010). This has opened up the possibility of what can be described as archival to a particular community; oral histories, as mentioned above, ephemera such as " books, pamphlets, leaflets, posters, objects and art works" (Flinn, Stevens and Shepherd, 2009, p. 79) and even performances of Caribbean carnivals (Bastian, 2012).

The participation of communities in the processing, arrangement and description of their own records offers archives an opportunity to rethink the concepts of provenance and original order. Non-textual records have sometimes appeared in public archives, but only through the provenance of their collectors. For instance, the fonds of Helen Creighton in the Nova Scotia Archives contain many recordings of Nova Scotia folk music from English, Scottish, German, African Nova Scotian, and Mi'kmaq communities, but are primarily described as "made or accumulated" by Creighton, rather than being organized by artist or the community of origin, although this contextual information is available in an accompanying file list (*Helen Creighton Fonds*, NS Archives). Shilton and Srinivasan suggest that the dependence on provenance as the key archival arrangement strategy should be opened up to allow subject based arrangement (p.94) that preserves "the habits, practices, preferences, or even beliefs of the record creators through arrangement and resulting descriptive categories that preserve the links that each records has to their narratives within the community" (p.95). In other words, community should be able to

define order rather than attempting to follow the "original order" of the collector, as is now the case with archival institutions (p.98).

It would be impossible and likely undesirable for larger archives to physically re-describe or arrange archival material important to specific groups, but the growing push to digitize these materials offers many opportunities to embed keyword metadata that would allow much easier discovery and interaction with these types of material. Most archives, large and small, are scrambling to digitize their finding aids as well as archival material like documents, letters and photographs. Kate Theimer, author of the forward thinking blog, *Archives Next*, has articulated her vision of participatory archives as an online experience where communities can interact with curated archival materials in order to add rich context to historical documents (August 7, 2012, para. 2). She sees enormous opportunity to involve the public in helping describe and transcribe digitized records which could solicit the input of "friends, followers, taggers, fans, writers, editors, commenters, volunteers, collectors, scanners, sharers, transcribers, researchers, historians, students, users, collaborators, partners, re-users, re-mixers, masher-uppers, citizen archivists, enthusiasts, passionate amateurs, crowdsourcers, nerdsourcers…" (Archives Next, August 22, 2010, para. 1).

Many of the innovative participatory digital spaces Theimer talks about appear very well funded, and would likely require an enormous amount of effort to maintain. Luckily, not all participatory archival practices require costly digital infrastructure, nor do they require the type of slow relationship building described by Shilton and Srinivasan (2007),

Bastian (2012) and McRanor (1997). The United States National Archives and Records Administration (NARA) has partnered with Wikipedia to encourage public participation in making archival records more available to the public. Through public events called "scan-a-thons", interested members of the Wikipedian community can scan and upload NARA records, and the online Wikipedian community can then tag and transcribe text documents on Wikisource. Marrs (2012) reports that well over 100,000 documents have been scanned and transcribed for the National Archives by this volunteer community. This is a very achievable participatory project that archives of any size could implement as an outreach program.

2.6.2 Fostering Community Cohesion through Developing Collective Memory

Participatory archival practices that engage communities to tell their own histories theoretically help foster community cohesion, although this is a difficult thing to quantify. In Nova Scotia, most small rural communities have some sort of local museums or archives, and it seems clear that these institutions play an important part in the collective identity of their larger community, however they choose to define it. The Wilson Report (1980) stated that "the place local records have in local identities, pride, or heritage concerns is suggested by the emotion with which some communities defend their records, poorly housed though they may be"(p. 65) and suggested that many communities would strongly protest the centralization of community documents in Ottawa. This acceptance of the idea that local records have the power to affect a sense of community identity was an important motivation for the development of a Canadian archival network

in the early 1980s where the development of local archives would be encouraged and supported. Eric Ketelaar (2005) strongly defends the concept that collective memory is vital to the cohesiveness of communities:

> A community is a "community of memory". That common past is not merely genealogical or traditional, something which you can take or leave. It is more a moral imperative for one's belonging to a community. The common past, sustained through time into the present, is what gives continuity, cohesion and coherence to a community. To be a community, a family, a religious community, a profession involves an embeddedness in its past and, consequently, in the memory texts through which that past is mediated." (p. 54)

Of course, the mere presence of local records does not mean that communities automatically become engaged and cohesive; Flinn (2007) suggests that communities become empowered by their involvement when they actively reshape and interact with their historical records. This engagement has the potential to develop into a greater sense of "belonging and community cohesion" as a result of this interaction (p. 165).

However, community cohesion through bonding over a common heritage can be a problematic concept. Kaplan (2000) laments that archivists are often too eager to buy into an idea of authentic group identity that can be restored to the archival record and worries that "attempts to balance the record are simply applications of new biases" (p.147). It is overly simplistic to assume that there can be one particular group identity that everybody within a community subscribes to; we all belong to multiple communities, and individuals constantly negotiate and shift between their personal and collective identities (Kaplan, 2000, p. 129). For example, an individual might be a mother, a hockey fan, an Acadian, and a member of an environmental activist group, and at different times, her

primary identification could shift between these roles depending on her context and surroundings. Similarly, it is dangerous to think that the participation of a few community members can create meaningful collective history for the group. Flinn, Stevens & Shepherd (2009) are wary of public policy that assumes an "essentialised view of identity" (p. 76) that assumes community identity is something fixed and static. This is definitely a danger for rural communities in Nova Scotia where folksy heritage has become a valuable commodity that can be sold to tourists. There is the possibility that archives that promote this image may receive more funds through tourist dollars and municipal support because of the "tendency of heritage management processes to fossilise and 'preserve' heritage as unchanged and unchangeable" (Waterton & Smith, 2010, p. 12). This approach may preserve community heritage, but it certainly does not allow for the development of new stories, and new ways of contextualizing history that includes the experiences of "come-from-aways" and other marginalized members of the community, who are often excluded from these rural histories. The most vibrant and sustainable community archives will work to develop collective memory that includes all these voices.

Shilton and Srinivasan (2007) suggest that soliciting the participation of a wide range of community members about the context and meaning of records through focus groups can help ensure that the final arrangement of materials acknowledges and reflects the multiplicity of experiences (p. 99). Shilton and Srinivasan used these methods during the development of a digital archive for a large diasporic South Asian community in Los Angeles, and may be impractical for small community archives. However, the essence of

the participatory approach that seeks to include voices from throughout the community offers a new model for community cohesion; one that builds on the past heritage, but continues to incorporate the stories, experiences, and contributions of new community members as well.

CHAPTER 3 - METHODOLOGY

3.1 STUDY DESIGN

This study uses a multiple case study approach to discern the shared and divergent experiences of community archives affiliated with the Council of Nova Scotia Archives (CNSA) that represent geographic, religious, or socio-cultural communities. The multiple case study approach was judged to be the most appropriate method to study this population due to the unique situations of small archives around Nova Scotia. Since numerous environmental factors can affect the sustainability of individual institutions, it is difficult to suggest generalizations about sustainability and community without studying a sample of institutions with different mandates and characteristics to understand the various factors at play.

This approach included the following research methods:

- semi-structured interviews with archivists at eight community archives in Nova Scotia

- semi-structured interviews with community volunteers

- an online questionnaire directed to archivists in Nova Scotia

- non-structured interviews with key professional informants

The study population of eight community archives was determined with the help of recommendations by informants with the Council of Nova Scotia Archives (CNSA) in order to get a representative sample of archives in each region of the province. Attempts

were made to choose archives with varying funding models with a variety of mandates. Semi-structured interviews with archivists and community volunteers were conducted to learn about the challenges and opportunities facing their organizations, and to discover community building strategies and creative collaborative practices that benefit both their institutions, through enhancing financial sustainability; and community cohesion, which develops through a stronger sense of its collective history. An online questionnaire was sent to all members of the CNSA listserve in order to supplement and support the rich qualitative data of the interviews. In addition to these methods, informal interviews were also sought with professional informants for further understanding of the provincial and national context of the community archives.

The data from the interviews and online questionnaire will be analyzed for common themes. Experiences unique to any particular case study will be examined to understand the particular implications for the research question. Findings will then be synthesized against these themes in order to discover the generalized factors that impact sustainability in community archive in Nova Scotia, with the assumption that these findings have relevance in the rest of Canada.

3.2 RESEARCH INSTRUMENTS

3.2.1 Archival Manager Interview

Expert informants from the CNSA suggested that the levels of professionalism varied quite widely among their members, and not all community archives will be managed by

professionally trained archivists. Interview questions were crafted with this in mind, and the term "archival manager" was used rather than "archivist" to reflect this reality.

Interviews of approximately 45-60 minutes were held with eight selected archivists or managers of community archival collections. Interview participants in the Archives Managers group were asked to respond to eight open-ended questions about funding availability, collaboration with partner organizations, dependence on volunteers, and outreach strategies within their organizations. The total time of each interview was approximately one hour and 15 minutes, which included adequate time to review the consent process. (See Appendix A for interview script for archivist population and Appendix D for email invitation to participate).

3.2.2. Community Volunteer Interviews

Interviews of approximately 20 minutes with up to 6 community volunteers who were recommended by archivists or managers of community archival collections. Interview participants in the Archival Volunteers group were asked to respond to five open-ended questions about their engagement with archival duties and towards the archives itself. The total time allotted for each interview was approximately 55 minutes, which included adequate time to review the consent process. (See Appendix C for interview script for community volunteer population and Appendix F for email invitation to participate.)

3.2.3 Archival Manager Questionnaire

The ideas, themes and patterns that arose from the interviews were used to fine-tune a survey questionnaire to ensure that distinctively Nova Scotia factors were addressed. The survey was distributed to the members of the CNSA through their members-only list-serv. Questionnaire participants were be asked to complete an online questionnaire that consisted of 11 questions. The questionnaire took approximately 20 minutes to complete, and participants could choose to exit the questionnaire at any time. The questionnaire was created with Opinio survey software, and was housed on a Dalhousie University server. (See Appendix B for online survey script, and Appendix E for email invitation to participate.)

3.3 DATA ANALYSIS

Data from transcribed interviews was analyzed using a data analysis spiral approach, which is marked by organizing, perusing, classifying and synthesizing raw qualitative data (Leedy & Ormrod, 2010, p.153). Transcriptions were manually coded, and key quotes were grouped together into similar concepts in order to draw out the larger themes. Questionnaire questions were designed to build upon the themes first identified in the interview data.

3.4 ETHICAL CONSIDERATIONS

3.4.1 Recruitment

The interview participants were selected purposively to gain input from a variety of community archival organizations (religious archives, regional archives, municipal archives, social community archives) within Nova Scotia. Key informants from the CNSA executive board made suggestions about possible inclusions/exclusions of participants for the interviews with Archival Managers. During interviews, archival managers recommended other key informants who may assist the study, such as long term volunteers or other community champions associated with the archival institutions. Permission to interview community volunteers was sought during the interviews with archival managers. Questionnaire invitations were sent directly to all general and institutional members of CNSA through the listserve, with the proviso that only those archivists who manage records for religious, socio-cultural, or geographic community organization should respond, and that only one response from each organization was desired.

See Appendix D for a copy of e-mail requesting interview with Archival Managers, Appendix E for a copy of e-mail requesting participation in a questionnaire for Archival Managers, and Appendix F for a copy of e-mail requesting interview with Community Volunteers.

3.4.2 Informed Consent

Informed consent forms were developed for interviews with Archival Managers (refer to appendix G), and Community Volunteers (refer to Appendix I). When possible, interviews were conducted in person, and the Consent Form was read and signed in the presence of the researcher. In the case of a telephone interview, the Consent Form was e-mailed prior to the scheduled interview, and verbal consent was given before the commencement of the interview. In either situation, time was allotted to answer any questions about the Informed Consent process and/or the research study. All interviews were digitally recorded and transcribed, if interviewees granted permission for this.

Participants in the online questionnaire were presented with the Consent Form (refer to Appendix H) immediately after clicking on the link to begin the questionnaire. Participants indicated their consent by participating in the study and clicking the "Continue" button. Participants were invited to contact the researchers with questions before they completed the questionnaire.

3.4.3 Confidentiality and Anonymity

Interview questions with Archival Managers addressed funding information and outreach strategies for engaging the institutions' communities. Interview questions with Community Volunteers addressed motivations for volunteering, which may be personal in nature. Interview data was digitally recorded (with permission) and transcribed. Recordings and transcriptions were stored on the researcher's password-protected home computer. Digital transcriptions of these notes will be stored on the researchers'

password-protected home computer. Handwritten notes were destroyed after transcription.

While it was not possible for interview participants to remain anonymous, they will not be identified in any reports resulting from the study. Pseudonyms will be used if any participant is directly quoted. Otherwise, the results will be discussed only in the aggregate. Questionnaire participants will remain anonymous.

Questionnaire questions addressed participants' experiences surrounding their recruitment and acceptance of their current or past positions. If questionnaire participants didn't wish to answer a particular question, they could choose not to answer or withdraw from the study. Questionnaire responses were collected anonymously and confidentially using Opinio survey software, which is housed on a Dalhousie University server. Responses were stored in Opinio software, again on a Dalhousie server. Survey responses are accessible only to the researcher.

Participants will not be quoted in the final report, other than by means of a pseudonym reflecting the general nature of their institution. Participants were made aware, via the Consent Form, of the possibility that direct, unattributed quotations may be used in publications related to the research and were asked for their permission. Upon completion of the study, and the publication of at least one peer-reviewed article stemming from the thesis, digital and paper transcriptions of the interviews will be destroyed. Questionnaire responses and the database will be deleted.

3.4.4 Risk Assessment

The study population consists of individuals working at organizations that are members of the CNSA. The risks will be no greater than participants experience in their day-to-day lives. Some participants may feel uncomfortable discussing the challenging financial situations of their archival and special collections, though it may be more likely that they will welcome the opportunity to participate in a study that aims to help develop knowledge of the challenges they face in their professional and voluntary roles.

Participation is this study was voluntary, and participants had the opportunity to withdraw from the study at any time. Anticipated risks included the inconvenience of participants having to take time out of their regular work schedules to answer interview or questionnaire questions. Additionally, interview participants may feel uncomfortable sharing organizational policies and procedures with an outside researcher. Overall, the risks of participation are no greater than risks encountered in participants' everyday work life. The estimated probability of these risks is low, as potential participants may refuse to take part in the study if they feel inconvenienced or uncomfortable about sharing organizational information.

3.4.5 Benefits

Interview participants will indirectly benefit from this study by having the opportunity to articulate and discuss the strengths and challenges of maintaining their organizations. The compiled research from this study will benefit managers of community archives and archival collections by learning about strategies regarding funding, professional

collaboration, and community mobilization that may be transferable to their own institution.

3.5 DELIMITATIONS, LIMITATIONS AND ASSUMPTIONS

A limitation to this study is that the term "community archives" has an ambiguous definition in Canada, and can mean different things in different provinces. (My definition of the term has been offered in Section 2.4.1.) The term often refers to archives affiliated with the records of local governments which could include municipal, school board, and hospital records. However, the majority of archives in this study collect the records of private citizens and community associations, which are not legally defined as public assets as are government records. Because of this difference, the discussion in this study has a reduced emphasis on the legal requirements related to the maintenance of local government records, which can drive sustained government funding in many other jurisdictions across the country.

This study provides an inward perspective on the question of sustainability of community archives. All informants in this study are somehow involved with community archives in Nova Scotia, and thereby provide a narrow view of the possible directions of these institutions. Interviews with non-affiliated government officials and members of the public could provide rich context to this discussion in the future, and could inform the future of archival outreach and fundraising by addressing the general public's perception of the value of community archives.

Throughout the course of research, many findings were made of innovative collaborations between archives, libraries and museums in Nova Scotia. Several interview respondents mentioned NovaStory, a partnership between the Pictou-Antigonish Public Library System, the Community Access Program and communities, which has been growing to include more digital collections from libraries, museums, historical societies and archives around the province. The Halifax Public Library system has also very recently launched a "Community Archives" repository which links to several photographic collections. While these initiatives will be discussed briefly in Chapter 5, time limitations prevented more in-depth interviews with the leaders of these projects, which could have added rich context to the discussion of inter-professional cooperation and collaboration.

Heritage institutions that are not affiliated with the CNSA, including some important collections representing the Mi'kmaq and African Nova Scotian communities, will not be within the scope of this study: the time constraints of a thesis project make it difficult to build trust between a researcher and an historically underrepresented community without a personal or professional introduction, and the important questions of community history in contexts of colonization, discrimination, or marginalization, would broaden the scope beyond the tight focus on organizational sustainability. Future studies involving these communities will need to delve into these important issues.

Because this research studies organizations based in Nova Scotia, results may not be able to be generalized across Canada or internationally due to specific grants and funding

structures and the unique supports to community archives in this province. However,
organizations and provincial councils in other Canadian provinces may find that the Nova
Scotia experience offers valuable insight into factors that influence sustainability in small
archives in their own jurisdictions.

The research study assumes there is some inherent value in community history, and that
community archives need to play a continued role in understanding the unique contexts
of regional and social history within our national heritage. It was also assumed that
interview and questionnaire respondents would be truthful in their responses to research
instruments; and that the respondents would share similar assumptions about the value of
community history as the researcher, due to their involvement with archives.

3.6 PROVISION OF RESULTS TO PARTICIPANTS

Copies of the final report will be emailed to interview participants. As we shall not know
who responded to the questionnaire, a general notice will be sent via the CNSA listserv,
alerting colleagues to the eventual peer-reviewed publications.

3.7 VALIDITY AND RELIABILITY OF RESULTS

Case studies are not intended to deliver prescriptive results that can be tested against
different populations. However, the multiple case study approach was utilized along with
an anonymous questionnaire as a way to triangulate and test research findings.

The purposive selection of 8 interview respondents ensured that data was collected from
archives with a wide disparity in institutional sustainability in order to ascertain the

common ground amongst all experiences, and to support the testing of early hypotheses. The questions in the survey instrument were designed to test the hypotheses and solicit further information about collaborative measures that may positively impact institutional sustainability.

CHAPTER 4 – RESULTS

4.1 ARCHIVAL MANAGER INTERVIEWS

As mentioned in the methodology chapter, interview respondents were selected

purposively to gain input from a variety of community archival organizations (religious

archives, regional archives, municipal archives, social community archives) within Nova

Scotia in order to reflect a similar diversity reported in international literature on

community archives. After discussion with members of the executive board of the CNSA,

nine organizations were contacted in late November, 2013, and interviews with

individuals from these organizations were conducted between November 25 and

December 19, 2013. Due to the geographic dispersal of institutions, many interviews

were conducted by phone, but when possible, interviews were conducted at the archives.

Informants represented archives with a wide range of professional capabilities. Five of

the contacted archives were associated with rural community museums. During the first

round of interviews, it became clear that the archival holdings of two of these

organizations were very modest indeed, despite their membership with the CNSA.

Although there were many interesting aspects to the work these institutions accomplish

with the help of volunteers, it was decided to contact another respondent in early January

to replace one of these spots in order to get a more representative sample of institutions in

Nova Scotia. One of the archives initially contacted in December was again contacted,

and the final interview was conducted on January 27, 2013.

Although this category has been titled the "archival managers group", the terms "archival manager" and "archivist" carry professional meaning that does not necessarily correspond to all of the informants' roles within their institutions, which vary widely. Throughout this study, these terms will be used as follows:

- "Archival Manager" will refer to individuals who have a purely managerial role within their archival institution; (A5)
- "Archivist" will refer to a trained individual who performs archival functions as part of their job; These individuals may have another primary role within their institutions; (A1, A2, A4, A7)
- "Volunteer Archivist" will refer to a trained individual who performs archival functions on a committed volunteer basis; (A6, A8)
- "Archives Volunteer" will refer to a volunteer who performs a wide variety of work for archival institutions; (A3)
- "Community Volunteer" will refer to a volunteer who performs a wide variety of work on a casual basis, and who don't have any formal training. (V1, V2)

4.2 ARCHIVES PROFILES

The experiences of archivists and volunteers at eight community archives are discussed in this study. In order to maintain confidentiality of the archivists and others associated with the institutions, a coded pseudonym will be used to identify each archives. The following profiles will be helpful to understand the context of the varied experiences that will be discussed in Chapter 5. They include a brief description of each archives mandate, the

focus of their collection, their governance structure, demographic data (if relevant), and the interview respondent's impression of the greatest challenges and opportunities facing their archives. Although a discussion of individual archives' assets would enhance understanding of potential opportunities for these organizations, attempts to generalize this information have been made to prevent revealing the identity of these organizations.

 All demographic data of communities, municipalities, and regions in the following profiles were retrieved from the Government of Nova Scotia Community Counts website, which compiles data from Statistics Canada, Census of Population, 2001, 2011; and Statistics Canada, National Household Survey, 2011. Two of the archives under study do not correspond to a geographic community, so no demographic data has been provided for these profiles.

Table 1: Community Archives Profiles. (All data compiled from interviews)

Archives Code	A1	A2	A3	A4	A5	A6	A7	A8
Profile	Rural Municipal Archives	Community and Genealogical Archives	Volunteer-Run Community Museum	Religious Archives	University Archives with Community Collections	Volunteer-Run Regional Archives	Research Centre within Provincial Museum	Volunteer-Run Regional Archives
Interview Respondent	Archivist	Archivist	Archival Volunteer	Archivists	Archival Manager	Volunteer Archivist	Archivist	Volunteer Archivist
Focus of Collection	Archival records which relate to the history of the people, communities, and institutions of the Municipality	Genealogical records and archival material relating to the history of the people of the community	Genealogical records and archival material relating to the history of the people and industries of the community	Records relating to historical events within the religious community; some institutional records	85% of records community-based material; remainder is University records	Genealogical records and archival material relating to the social, business, and natural history of the region	Genealogical records, oral histories, and special library collections relating to local history, language, and music	Genealogical records, and archival material relevant to the communities in the region
Governance Structure	Run by historical & genealogical society in cooperation with municipal government	Owned and operated by community historical society	Run by community historical society in rented space	Run by publishing branch of international religious organization	University managed archives	Owned and operated by community heritage society	Run by a community historical society in cooperation with the provincial museum system	Run by a board of directors in close partnership with community heritage society
Biggest Challenges	Large backlog of materials with not enough staff to start processing	Funding has not kept pace with cost of running a professional facility; aging volunteer population; difficult to attract qualified summer students	Lack of funds to own secure facility; fractured community in economic decline; difficult to solicit community support	Difficult to communicate activities to wider community; facilities need upgrading	Unionized workplace limits potential for volunteer involvement; project-based funding makes it difficult to improve infrastructure	Lack of funds to support paid archivist and historical researcher	No controlled storage for archival documents; location of organization is slightly off the beaten track	Lack of funds to support paid archivist; high cost of insurance; aging volunteer population
Assets & Opportunities	Professional paid staff; sustained municipal support; nationally recognized heritage site; unique set of municipal records; good relationship with community	Good levels of professionalism, unique records recognized by UNESCO for historical significance; located in town near a school	Opportunities for collaboration with organizations outside community	High levels of professionalism; potential to monetize digital assets; large collection of unique historical artifacts in storage	Professional paid staff; stable institutional support; savvy managerial strategy; goodwill of region; many collaborative opportunities with established partners	Good levels of professionalism; sustained volunteer and community support; savvy managerial strategy; A newer association with a focused mandate,	Sustained support from provincial museum system; opportunities for collaboration with organizations outside community	Strong focus on community outreach raises profile of organization in community; good relationship with partnering organizations and local schools

A1 – Rural Municipal Archives

A1 is a municipally-funded archives in a rural county with a population of approximately 8250 residents, with a high percentage (32.5%) of residents with French as their first language. Although this municipality is in population decline, and in 2011 had 5% fewer residents than in 2001, the archival staff at A1 maintain a strong focus on community outreach that helps keep their funding quite stable by providing value to their members of their historical society, who run the archives. A1 is responsible for municipal, school board, and taxation records of the municipality, and also have a sizable collection of private papers as well.

In addition to operating funds from the municipality, A1 also enjoys the support of a strong community of volunteers whose donations support many of the recent initiatives of the archives, including capital costs for new infrastructure. The archives has just moved into a new purpose-built space within a renovated heritage building. Although the Archivist at A1 has no educational background in archival studies aside from CNSA courses, the archives maintains high professional standards, and their rich collection of historical municipal records attract academic researchers from across the country as well as genealogists. In the interview, A1's Archivist stated that their greatest challenge was the substantial backlog and not enough staff to make much headway in processing. Their greatest asset was their relationship with their community members and their stable funding from their municipality.

A2 – Rural Community Archives

A2 is a small archives attached to a community museum owned and operated by a community historical society. Their collection focuses on the history and genealogy of their Acadian community, and includes several documents dating back to the 17th century. The Museum Coordinator/Archivist at A2 encounters many challenges with funding their operations: a much-needed recent upgrade to their archival facilities resulted in substantially higher facility maintenance costs, and stagnant funding has meant that they have had to reduce archivist hours in order to cover all the bills.

A2 enjoys the support of volunteers who help the archives mostly through fundraising and assisting in the adjoining museum, but the Archivist is worried that their loyal supporters are aging, and mentioned that they find it difficult to attract qualified summer students to their remote location. The community has a median family income substantially higher than the Nova Scotia median, but A2 finds it difficult to leverage community support, as they are just one of many community volunteer initiatives in the community. They have great hopes for a renewed tourist season this year, as a fair amount of their income comes from genealogy tourism.

A3 – Volunteer-Run Rural Community Archives

A3 is a community historical society attached to a community museum in a small economically depressed village with high unemployment and a median household income substantially lower than the provincial average. The society has a very modest collection

of archival documents including genealogy and shipbuilding records. Until recently, they have had challenges finding a suitable location to house and display their collection.

The society has encountered major obstacles to its sustainability over the last five years and its future in uncertain. Trouble with a previous incarnation of the museum left many historical artifacts and documents missing. Relations between many community members are strained, and it is difficult to attract new volunteers, especially those who do not have family roots in the community. Although they are now housed within proper facilities, much of their collection had to be destroyed due to mold and damage after being stored in unheated rented space for several years. Despite the substantial challenges, the Archival Volunteer at A3 is full of enthusiasm for future initiatives that will move toward providing interactive experiential history workshops in order to engage their community.

A4 – Religious Community Archives

A4 is the archives for a religious community whose international headquarters are based in Halifax. The archives is associated with the publishing branch of their organization that publishes the teachings of key church leaders. Unlike many religious archives whose mandate is to focus on institutional records, A4's primary mandate is to collect, digitize, preserve and transcribe recordings of important lectures, seminars and events relating to the church and its leaders. The Archivists at A4 have begun to make great headway on the digitization of archival magnetic media and have won some awards for their work.

As an archives for an international religious community, it is difficult to relate direct demographic statistics, but they are known to have a small well-educated community in Halifax that supports them financially and with volunteer work. The Archivists mentioned that their greatest challenges were communicating their activities to their wider community, and that they would love to upgrade their facilities to display some of their collection of unique historical artifacts, which are now in storage.

A5 – University Archives with Community Collections

A5 is an archives of a small regional university that holds major community collections from its geographic region. The region is economically depressed, with an unemployment rate substantially higher than the provincial average and a median income $6000 lower than the provincial median. As with most regions outside the capital region, population numbers have plunged in recent years, and is down 7.8% from 2001.

A5 plays a leadership role in the maintenance of records for ethnocultural and sociocultural communities in its region, as well as institutional records for the university. Because of its institutional strengths and the strategic management by the Archival Manager, A5 has been able to leverage funding to build a strong archival program as well as provide a supporting role for many nearby community archives. The Archival manager at A5 has also developed good relationships with regional partners such as museums, libraries, and ethnocultural communities in its region, which has resulted in the completion of many collaborative projects.

A6 – Volunteer-Run Rural Regional Archives

A6 is a regional archives associated with a community museum in rural Nova Scotia that is owned and operated by an historical society. This region is bucking the trend in growth for rural Nova Scotia, with a growth in population of 5.4% since 2001. Unemployment is low, at 6.2%, and the median household income is over $7000 higher than the provincial median. Although these averages paint a rosy picture of the region, there is still great disparity between economic conditions within the region, and some pockets suffer from unemployment rates of more than 20%.

A6 is a newer institution that attempts to work together with neighbouring jurisdictions to have truly regional representation in their purpose-built archives, and have built a solid collection of genealogical, social, business, and natural history records relating to the region. The archives and adjoining museum enjoy steady support of a wide age range of volunteers.

Despite all these assets and opportunities, there is no stable funding for an archivist at A6, and archival duties are usually performed by the Volunteer Archivist, or contracted out to archival assistants funded with project-based grants. A6 is undertaking an ambitious fundraising campaign that they hope will improve their sustainability in the long term and allow them to better fund their archival work which will hopefully include an ambitious oral history program in the next few years.

A7 – Language/Culture Archives within Provincial Museum

A7 is a research centre with a strong focus on genealogical records, local history, language and historical musical manuscripts and is located in one of Nova Scotia's 27 provincial museums. A7 is operated by a museum society with stable operating funding from the provincial government. The primary purpose for the majority of the archival holdings is to add rich context to the adjoining living history museum, but the organization's research centre also receives many queries about their genealogy and folk music collections. They currently have no climate controlled storage for archival materials, and sometimes have to turn away donations because they are not able to take proper care of valuable items.

The Collections Manager/Archivist at A7 is also a dedicated volunteer at another community museum in another county, and was able to bring insight into volunteer-run community organizations.

A8 – Volunteer-Run Rural Regional Archives/Heritage Hub

A8 is a regional community archives run by a volunteer board of directors that is closely associated with a cluster of community museums in the heart of a small town in rural Nova Scotia. Although the median income of the region lags the provincial average by approximately $7000, the unemployment rate is slightly lower than the provincial average, and population has grown by 4.7% since 2001.

A8 focuses on genealogical records and other material relating to the history of the communities in the region. The Volunteer Archivist at A8 has a strong focus on community outreach and raises awareness of the regions' history through a wide variety of initiatives to connect with local schools and businesses. Despite this positive energy of the archivist and other dedicated volunteers, the archives still cannot support paid staff that would ensure the sustainability of the organization.

4.2.1 Socio-Demographic Data for Archives Serving Geographically-Based Communities

Research has shown that certain socio-demographic data can correspond with levels of community cohesion, which in turn corresponds with rates of community involvement (Turcotte, 2005; Vezina & Crompton, 2012). Geography dictates the mandate for six of eight archives being studied. These archives draw substantial support from volunteers in their geographic communities, whether it is defined as a region, municipality/county, or community; therefore it is instructive to include key socio-demographic statistics in the discussion surrounding unique factors that could impact the sustainability of community archives. All demographic data of communities, municipalities, and regions in the following profiles were retrieved from the Government of Nova Scotia Community Counts website, which compiles data from Statistics Canada, Census of Population, 2001, 2011; and Statistics Canada, National Household Survey, 2011.

Figure 3: Median Family Income in Nova Scotia (Source: Nova Scotia Community
Counts web page - data modeled from Statistics Canada, Census of Population,
2011)

MEDIAN FAMILY INCOME

Region	Income
A1	$54,978
A2	$63,217
A3	$42,476
A5	$49,352
A6	$62,486
A8	$47,799
NS Average	$55,412.00
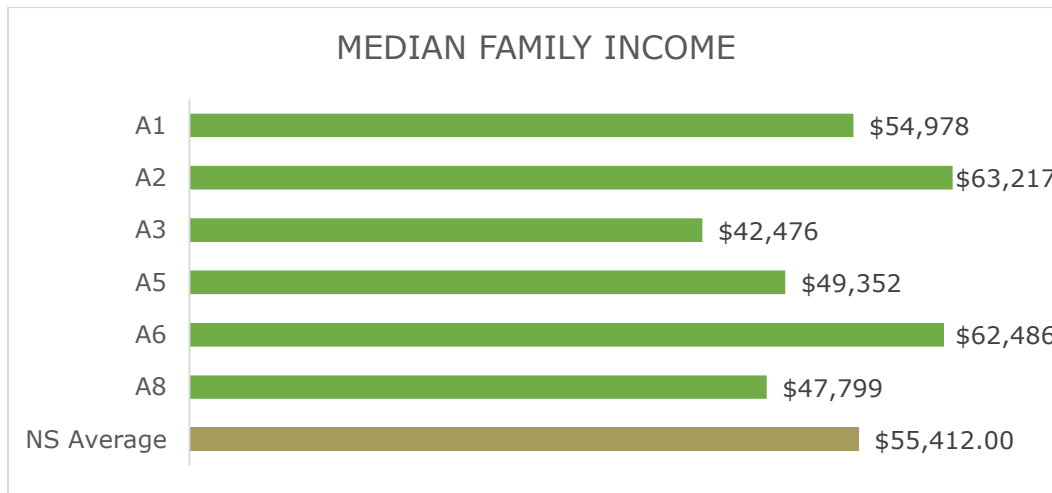
Figure 4: Educational Attainment in Nova Scotia (Nova Scotia Community Counts
web page - data modeled from Statistics Canada, National Household Survey, 2011)

EDUCATIONAL ATTAINMENT

■ % of population age 15 or older with some post-secondary education
■ % of population age 15 or older with no certificate, diploma or degree
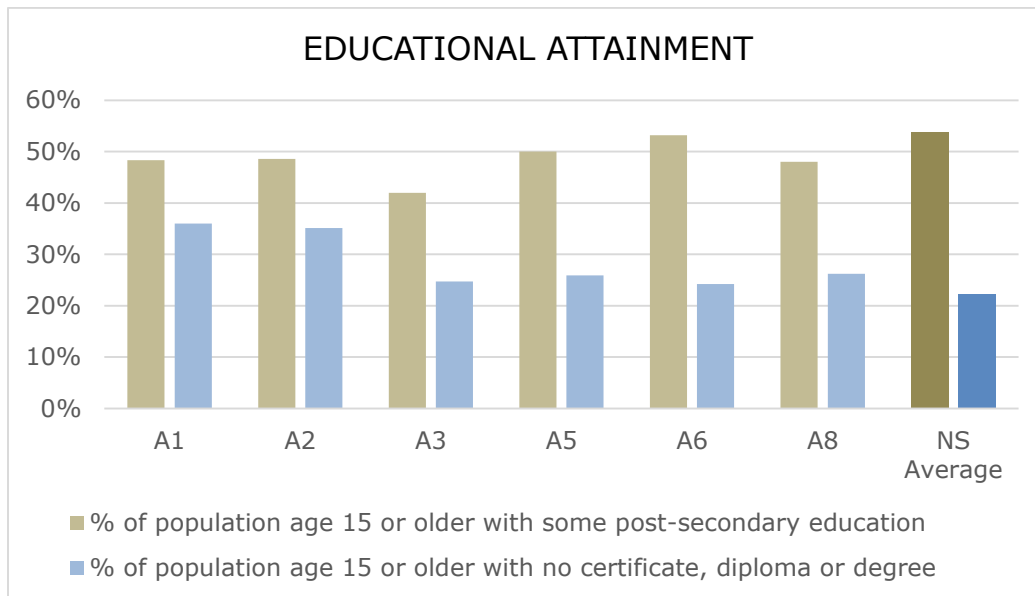
Figures 3 and 4 offer a general impression of the relative prosperity of the regions.

Vezina & Crompton (2012) reported that rates of volunteering rise with income and

levels of higher education (p. 42). They also suggested that rates of education go up as

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incomes get higher, but A2's community notably bucks this trend, with the highest

median family income in the group, and also the lowest level of education, (35.1% of

residents 15 and older with no certificate, diploma or degree.)

Figure 5: Population Change Between 2001 & 2011 (Nova Scotia Community
Counts web page - data modeled from Statistics Canada, Census of Population,
2001, 2011)
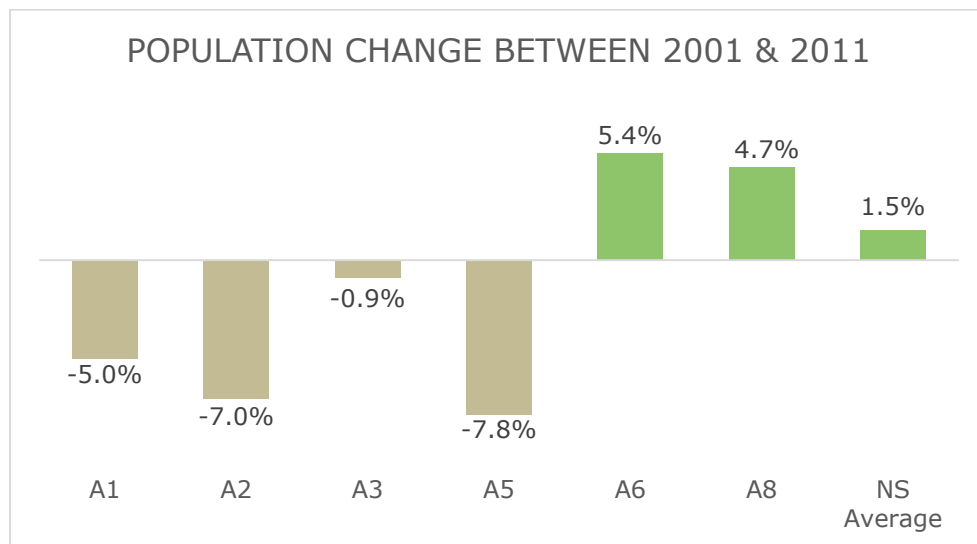
Statistics describing population changes (figure 5) and percentage of residents born in

Nova Scotia (figure 6) offer an opportunity to discuss issues around social cohesion and

insider/outside groups in rural communities in Nova Scotia. According to these two

figures, A1, A2, and A5 have experienced the greatest amount of population decline.

These three geographic areas also have the highest percentage of residents born in Nova

Scotia. This suggests that the communities may experience high rates of social cohesion,

but also opens up the possibility for distrust towards newcomers.

Figure 6: Percentage of Community Born in Nova Scotia (Source: Nova Scotia Community Counts web page - data modeled from Statistics Canada, National Household Survey, 2011)

% OF COMMUNITY BORN IN NOVA SCOTIA

Community	Percentage
A1	92.3%
A2	95.8%
A3	84.0%
A5	88.5%
A6	78.1%
A8	79.8%
NS Average	75.7%
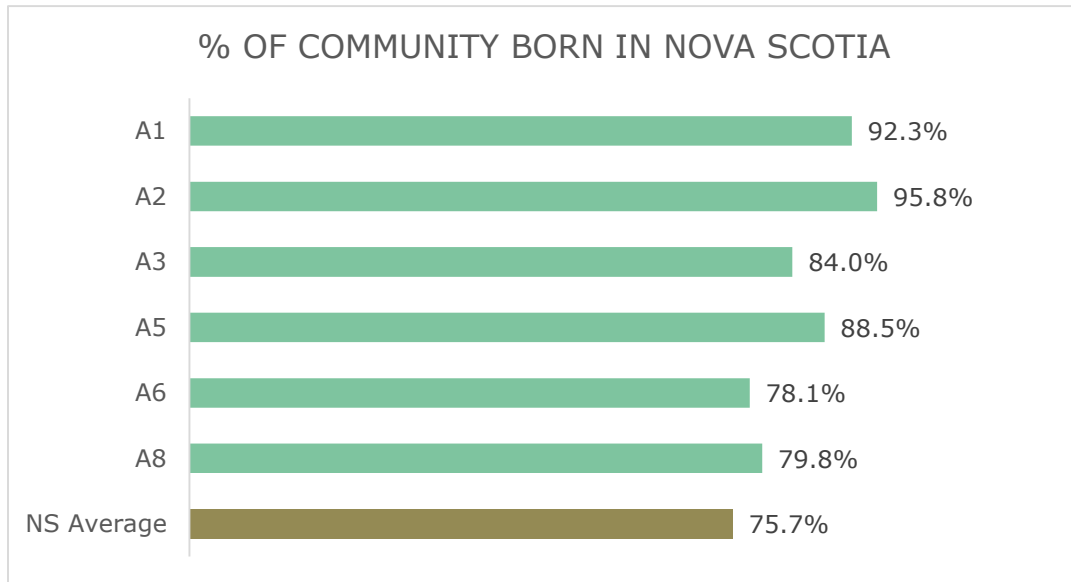
4.3 VOLUNTEER INTERVIEWS

Interviews were originally planned with up to six community volunteers who had been recommended by archivists or managers of community archival collections. I was referred to four community volunteers, two of whom responded to my email regarding participating in this project. During the archival manager interviews, I also learned that three of the respondents did so on a purely volunteer basis; and one other archivist spoke about her dedicated volunteer work with another institution in addition to her paid work at her primary job. Questions compiled for the archival volunteer interviews were then incorporated into the archival manager interviews for these individuals in order to ascertain if motivations were consistent between these two groups. In total, two

community volunteers who worked at archives A6 and three volunteer archivists were asked questions regarding their engagement and involvement with archives.

The two community volunteers specialized in genealogy, but they also performed a wide variety of duties for the archives, including scanning, filing, identifying people and locations in old photographs, and general outreach to the community. Their motivations for volunteering at the archives were very personal, citing the importance of giving back to your community, but also that archival work allowed them to develop their skills and knowledge in a more extensive way than they'd be able to achieve on their own. V3 had donated her extensive genealogy database to the archives, and found that volunteering regularly allowed her to designate time to organize her own scrapbooks and ensure everything was cross-referenced with other archives materials. V2 was a photography buff as well as a genealogist, and loved figuring out the identities of people in donated photographs. The archivist they worked with, a volunteer herself, treasured their input as the "eyes and ears" of the community: "

> Often I'll write an article about something, trying to figure something out and people will call in and other people . . . and people in the community will know because the volunteers are more from the community than I am, they will know who to talk to, who to ask; I'll often ask them to make the query so that it's coming from someone they know and then they might come in and see me. So it's sort of this network of key informants, you might say. (A6)

The volunteer archivists had similar motivations, and clearly had a passion for the work they were accomplishing in their communities. This passion had allowed them to build their archives organizations through hard work and collective community effort, along with a level of expertise earned from completion of professional training though the

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CNSA Core Curriculum. However, there was a substantial amount of stress involved with the rapidly dwindling volunteer resources. A7 volunteered for a community organization on top of her paid archivist work, and responded to a question about motivation with a mixture of duty, exhaustion and pride:

> You want to try to make sure that it keeps going. And it, well, after a while it gets to be... sort of, like, you can't let go? You may want to, but you can't? I've been the treasurer for more than 20 years, and because there's so much paperwork, and I have done it for so long, and I can do it in my sleep, practically, it would be really hard to teach somebody else.

Other individuals had similar sentiments, and reflected how it is difficult to get help because other volunteers are aging and have many community commitments (A7, A8). A3 expressed frustration that people in the community just weren't willing to put in the work to sustain community organizations, despite feeling positive about them.

4.4 PROFESSIONAL INFORMANT INTERVIEWS

Non-structured interviews with professional informants were conducted to provide context to discussions about government funding and inter-professional collaboration with museums and libraries. Three interviews of about 45 minutes each were conducted with professional informants from the civil service and associated professional institutions and organizations, all of whom have had some professional archival experience. Two of these informants (P2 and P3) had vast knowledge of small community archives in Nova Scotia from years of working in them and with them, and were able to provide well thought-out positions on what a sustainable future for small archives in Nova Scotia might look like. The other informant (P1) worked within

provincial government, and provided some context into provincial funding strategies and the value of well-managed and sustainable archives.

Not surprisingly, these three interviews focused on themes regarding sustainability, professionalism, and professional collaboration, as well as providing insight into the last 30 years of archives in Nova Scotia. P2 and P3 provided context regarding the early development of the CNSA. P2 was proud of the Council's past accomplishments and noted that the Nova Scotia had earned a reputation for successful coordination years ago when members of the CNSA collectively agreed to allocate all NADP funds for two years in a row in order to fund the development of Archway, the provincial archival catalog: "It was a unanimous decision on the behalf of the membership, which completely blew the CCA away. They said we can't see that happening anywhere else in the country." P3 also stressed that the CNSA was a "strong provincial council" which has always maintained close relationship with the Provincial archives, and noted "that is not so in many of the other jurisdictions… Here part of the Nova Scotia archives mandate - and that's embedded in the Public Archives Act - part of our mandate is to support and assist the provincial archival community." P3 was quite critical of other provincial and territorial jurisdictions in Canada, who she felt had "not stepped up" to support councils and archives in general.

P1, the civil servant, was enthusiastic about the work done by community archives, but stressed that many archives needed to do a better job at reaching out to diverse groups within their communities, and that "if groups took a bit more time and looked a little

harder, they'd see that there was a lot of diversity and there's been historically a lot of diversity in the communities, but that's just always been overlooked." P1 acknowledged that community members may discover that "maybe their own ancestors were involved with perpetuating the marginalization of another group in their community, and they don't want to face that. But I think that is the number one pillar of what our museums and archives have to start doing, and they will be relevant for years to come." P1 stressed that collaboration between institutions was a savvy way to leverage your chances at receiving grants for archival work, and was becoming a vital piece of the province's funding strategy, a sentiment echoed by the two other professional respondents.

All three of the professional informants suggested that the current system of funding small community museums and archives was not sustainable, and that many institutions weren't currently able to fulfil their archival mandate. P1 and P3 suggested that struggling archives would benefit from coordinating their efforts and consolidating their resources, if they hoped to continue operating in the future. P3 suggested that a possible sustainable model could be based upon the province's many universities providing leadership within the various regions of Nova Scotia, including providing preservation and custodial care for collections currently housed in less than ideal conditions. P1 suggested several models: archives in the same geographic area could invest in a shared professional archivist or manager, who could split time between the institutions; and the community heritage hub model, where community museums and archives could share physical facilities.

Collaboration among libraries, archives and museums was also a major theme with this group, along with some innovative ideas about how to encourage this type of collaboration. P2 notices that convergence is already occurring to a certain extent, due to the overlapping mandates of community organizations, and thinks that a joint conference may be a good time for all the LAM organizations to discuss the opportunities for collaboration in the near future:

> Because what we see is - libraries are heading a lot more into online information access. They are scanning historic documents, photographs, putting up online community resources, getting more and more involved in genealogical research. So they're starting to head into areas more traditionally covered by archival collections. We also see that there are museums with archival collections within them. And there are archives that have museum objects…. We've earmarked 2015 as a potential date for a joint conference. We think that the launch of the new Halifax Regional Public Library is a great event provincially to acknowledge.

P2 sees further collaboration between LAMs as a vital part of increasing the sustainability of all of these institutions and hopes that increased visibility will raise the public awareness of what these institutions do. P3 also would like to see more collaboration between LAMs in Nova Scotia, and thinks that inter-institutional collaboration will capitalize on the specific strengths of LAMs, rather than eroding the unique professional standards among the different types of institutions.

4.4.1 Funding Programs

The professional respondents were able to explain the delivery of three popular funding programs available to community archives in Nova Scotia:

The *Provincial Archival Development Program* (PADP) is a project-based grant loosely

based on the now-cancelled NADP, and is administered by the Nova Scotia Archives.

This project-based funding is open to institutional members of the CNSA in order to

strengthen professional standards, reduce their backlogs, improve access to holdings

through added content to the provincial archival database, and improve arrangement and

description of holdings related to underrepresented ethno-cultural groups. Applications

are adjudicated by a panel selected by the Provincial Archivist and graded according to

published criteria. The 2013/2014 PADP budget is $50,000. The maximum any

individual institution can receive is $15,000. (*PADP 2013 Guidelines*,

http://www.novascotia.ca/nsarm/padp/)

The *Strategic Development Initiative* (SDI) is a project-based provincial grant open to

archives, community organizations, museums, and other groups interested in heritage.

The SDI awards funds to projects that leverage collaboration with partners, and that seek

to enhance the self-sufficiency of heritage institutions. Applications are adjudicated by a

three person panel chosen by the Nova Scotia Department of Communities, Culture and

Heritage. The yearly budget for SDI is $200,000.

The *Community Museums Assistance Program* (CMAP) is funding earmarked for Nova

Scotia's community museums, including their associated archives. All of the community

archives in this study who are connected to a community museum depend to a large

degree on CMAP funding to stay open. CMAP is currently administered by the Nova

Scotia Department of Communities, Culture and Heritage, but plans are underway to

hand over the administration of the program over to the Association of Nova Scotia

Museums (ANSM) in the next year or two. CMAP is different from PADP and SDI in

that organizations are allowed to use funding for up to 50% of their general operating

costs. (*Community Museum Assistance Program Policy*, p. 3). Money is allocated to

institutions based on their score in an evaluation system that assigns points based on

several aspects such as facilities, uniqueness of collections, and administrative

capabilities; however, these grants have been frozen for several years, and museums who

have made significant improvements to their institutions in recent years have not received

the expected increase in funding. P2 suggested that in reality, there is little relation

between the evaluation score and what funds museums receive, leading to great

disparities in funding to institutions with similar facilities and mandates. Because of some

of these discrepancies, it is expected that CMAP will evolve under the new

administration of ANSM.

4.5 QUESTIONNAIRE RESULTS

After modifying the questionnaire to incorporate themes presented in interviews, the

online questionnaire was launched on January 22, 2014. An email went out over the

CNSA listserv asking for participation from those who consider themselves community

archivists or who manage archival records for a religious, socio-cultural, or geographic

community organization. It was requested that only one respondent per institution

respond to the survey. Over the next week and half, the survey solicited 18 responses,

which reflects a response rate of approximately 33% of CNSA members that fit the

requested profile, estimated to be approximately 55 institutions. The survey sample

reflected the same types of institutions that are represented in the case studies, and the

breakdown loosely corresponded to the interview samples. Survey results will be used to

supplement and support interview findings.

Table 2: Comparison of Interview and Questionnaire Samples by Type

	Case Studies Number of informants (n = 8)	Questionnaire Number of respondents (n = 18)
Educational Institution	1	4
Museum/Historical Society/Genealogy	5	10
Church/Religious Organization	1	3
Municipal/Local Government	1	1

The questionnaire results provide insight into how each type of archives engages in outreach and promotion, and collaboration, and the type of tasks performed by volunteers.

4.5.1 Archival Services

  All of the questionnaire respondents provide typical services to their patrons, including genealogy, historical research, photo reproduction, and photocopying services. Some institutions provide these services for free, and others charge a nominal fee. While not a substantial part of any institution's sustainability plans, it is informative to review how each archives group chooses to monetize services. Respondents were allowed to choose both free and fee-based options in their answers. The figure below depicts the percentage of each archives group that provide a variety of fee-based services.

Figure 7: Free and Fee-Based Archival Services in in Nova Scotia Community
        Archives
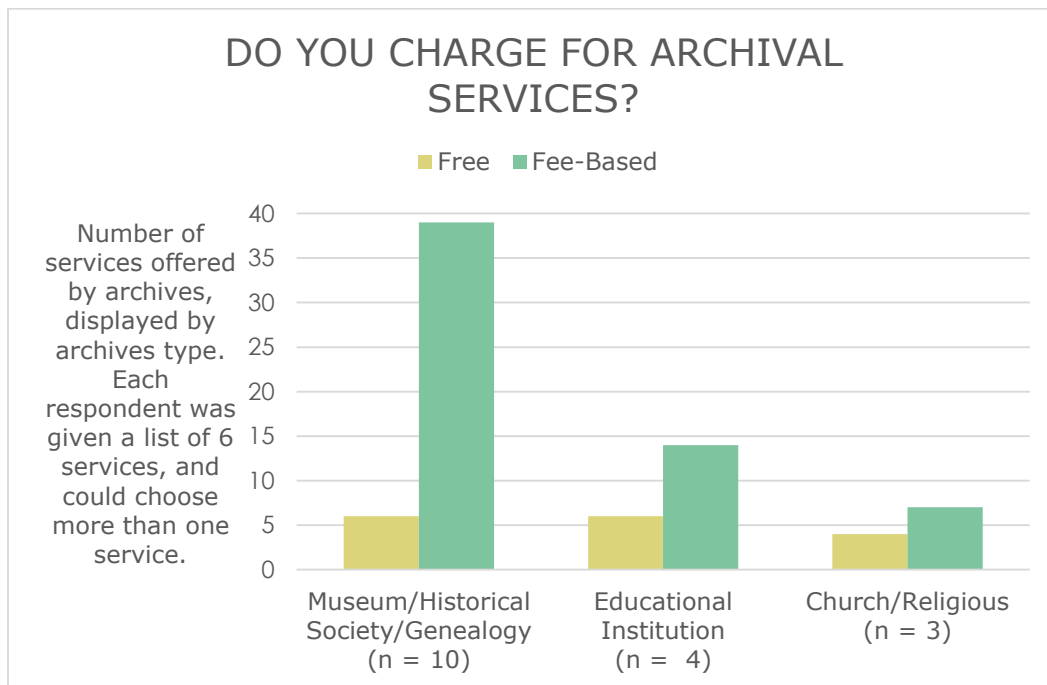
This figure shows the percentage of respondents by category, to a range of free and fee-based archival services. (The respondent who identified as a Municipal Archives did not respond to this question.) According to the table above, it appears that the Museum/Historical Society/Genealogy group is the best at monetizing their services. The questionnaire did not solicit exactly how much archives charged for these services, and the full-text answers left some ambiguity about when archives charge for services. For example, one respondent who offered fee-based genealogy and historical research services admitted in the provided text box that it really was by donation only – and the only set fee was a $5.00 charge to do in-person research. Another respondent replied that they offered free genealogy and historical research services if a researcher came to the archives in person, but fees were charged for "email or web requests". Another respondent replied that their institution offered free research service for members, and charged everybody else.

Answers were similarly ambiguous with the Educational Institution group. One respondent wrote that "depending on the request and the requestor there can be free or in-kind services provided-but we do have an official fee schedule." Another respondent wrote that the first 30 minutes of research was free, but a fee was charged for additional time. The Church/Religious archives group generally did not offer too many services to the public, but one respondent said that external requests usually came from institutions that they were closely aligned with, and if members' families asked for genealogical information, they would give it freely.

Respondents were asked to describe any other services their archives provided, and the results were broad and wide-ranging:

- "Commercial requests for reproduction or extensive research is fee-based"

- "Provide digitization services"

- "Grant licenses for distribution and reproduction of our materials (e.g., in published books, documentaries, etc.). There are fees associated with each type of distribution"

- "Provide services for administrative records (transfer, storage, retrieval, records management advice, etc.)"

- "Whether or not to provide Genealogy research assistance is under review. Currently all of our sacramental records up to 1909 are housed on microfilm at the provincial archives, so we just refer people there. However, as time passes, people doing genealogy will increasingly be interested in records which have not been microfilmed as yet. We are discussing the problem of how to move forward. This discussion is currently stalled, as there is a change in leadership happening"

4.5.2 Outreach and Promotion

Figure 8: Archival Outreach and Promotion in Nova Scotia Community Archives

HOW DO YOU PROMOTE YOUR ARCHIVES?

- Social Media (Facebook, Twitter, Blog): 13
- Routes to your Roots Program: 11
- Website: 17
- Newletters: 9
- Community Posters: 4
- Word of Mouth: 12
- Other: 5
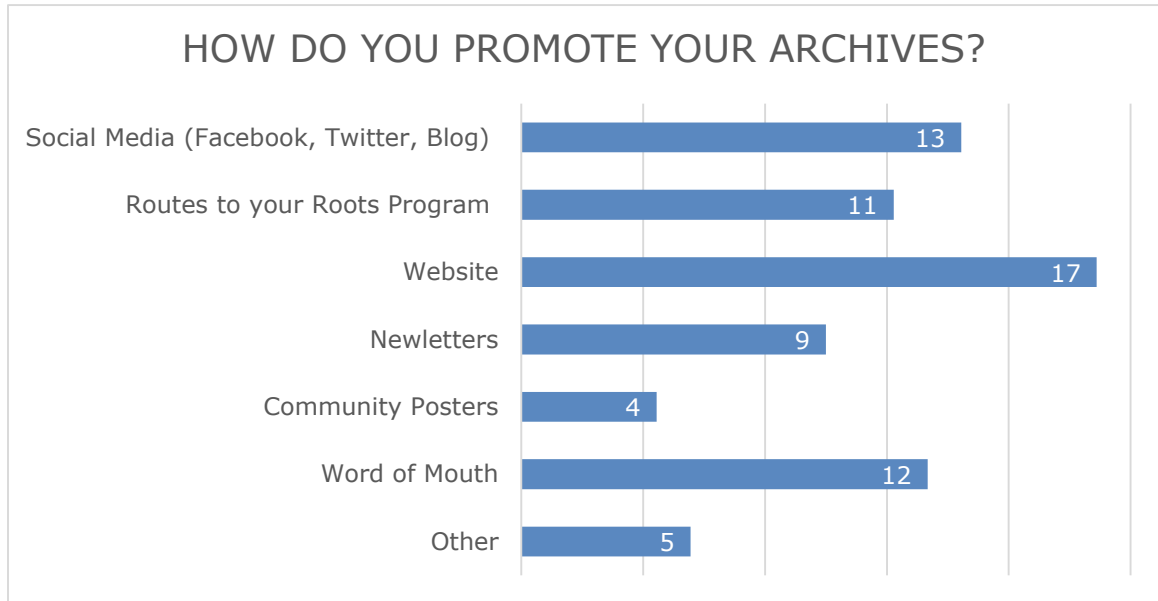
The Museum/Historical Society/Genealogy group was the most active with outreach and promotion. 100% of respondents in the Museum/Historical Society/Genealogy group had a website, and used social media and word of mouth to promote their archives; and 80% of respondents also used newsletters and enrolled in the Routes to your Roots program. The Educational Institution group was also active with outreach and promotion: all respondents had websites, and three out of the four also had some kind of social media page. One respondent promoted their archives through the development of curriculum guides on local history, and another mentioned that they also held in-class workshops on archival holdings at their university.

The lowest rates of outreach were found with the Church/Religious archives, who didn't invest in any outreach whatsoever, apart from one archives enrolling in the Routes to your Roots program. One respondent further explained:

> "The current chancellor (who is, by canon law, the archivist, I am his designate) is not supportive of providing assistance to outside researchers, since we are not a public archives, and my time is limited. It is my hope that the new chancellor will be more open to outside researchers."

The "Other" category also included public meetings advertised over local media, curriculum guides on local history and outreach in schools, and CNSA's Archway provincial archival database.

4.5.3 Collaboration

Figure 9: Inter-Institutional Collaboration in Nova Scotia Community Archives

Only 11 questionnaire respondents answered this question. Respondents could choose

multiple organizations. The results showed that the Museum/Historical

Society/Genealogy group engage with the widest variety of organizations, with the most

frequent collaborations occurring with museums, historical societies, and local libraries.

Although the Church/Religious archives group overall had low rates of collaboration, two

respondents mentioned collaboration with "university researchers" as a response to the

"Other" option.

The Education Institutions group seemed to engage in the most substantive collaborative

activity, with two of the four respondents offering detailed descriptions of the extensive

collaborative project undertaken by their universities. In addition to the categories in this

list, one of the respondents in the educational institutions group reported collaborating

with a wide variety of community organizations to cooperatively manage and provide

access to community collections.

4.5.4 Volunteers

Figure 10: Tasks Performed by Archival Volunteers in Nova Scotia
   Community Archives

WHAT DO YOUR VOLUNTEERS DO?

Task	Count
Appraising documents	5
Archival arrangement	8
Digitization/Scanning	9
RAD Compliant Description	2
Community outreach	4
Genealogy research	8
Public Reference Services	2
Fundraising	8
Other	2

10 of the 18 questionnaire respondents replied that volunteers helped perform archival duties. The Museum/Historical Society/Genealogy group showed the greatest response to the volunteer question, and the majority of responses here come from this group, along with one respondent from the Church/Religious group who noted that their archives was completely volunteer-run, None of the educational institutions or municipal archives respondents reported using volunteers at all. (The "Other" category including accessioning, and volunteer-run organizations).

CHAPTER 5 – DISCUSSION

5.1 DATA ANALYSIS AND SYNTHESIS

After all interviews were completed and the data reviewed, a set of common themes emerged, although they were experienced and responded to very differently in each case. These broad overlapping themes were: Funding; Volunteers/Fundraising; Motivation; Community Outreach; Services/Reputation; Infrastructure; and Professional Development and Collaboration. While each broad theme was present in each interview, the concentration of the themes was different for each archives due to their unique range of experiences, which were highlighted in the archives profiles in Chapter 4. The challenges and opportunities embedded in the individual experiences of these themes were analyzed to reveal the specific factors that influence sustainability in community archives. Although most of the archives under study are under financial stress, the institutions that were able to make the most out of their archival assets and who sought out opportunities to collaborate with their social and professional communities were better grounded to solicit project funds through grants and through the work of volunteer fundraisers.

A discussion of the themes that includes aggregated data from all interview and questionnaire respondents permits the discussion to focus on solutions and opportunities rather than an evaluation of the relative success of each archives case study. Many of the discussion themes overlap and intersect, and will be discussed as laid out in Table 14, on the next page.

Table 3: Data Analysis Table

Preliminary Themes	Codes	Chapter 5 Discussion Themes	Factors that impact sustainability
Funding	Funding	5.2.1 Funding for Survival	Diversified and stable funding
		5.2.2 Funding for Sustainability	
Volunteers/ Fundraising	Sustainability	5.2.3 Funding for Progress	
		5.3.1 Volunteers and Community Financing	Active support of community
Motivation	Volunteer Motivation	5.3.2 Motivations of Volunteers	
Communuity Outreach	Community Challenges	5.3.3 Volunteer Challenges	
		5.3.4 Community Challenges	
	Community Outreach	5.4.1 Community Outreach through Volunteers	
	Archival Services	5.4.2 Promoting Key Assets through Outreach	Stong visionary leadership
Services/ Reputation	Reputation	5.4.3 Outreach to Schools	
Infrastructure	Infrastructure	5.5 Professional Development	Close ties with professional communities
Professional Development and Collaboration	Professional Development	5.6.1 Coordination, Collaboration and Convergence with Archives	
	Professional Collaboration	5.6.2 Coordination, Collaboration and Convergence with Museums and Libraries	

5.2 FUNDING

It is easy to conclude that funding archives sufficiently is a major challenge for all archives profiled in this study, but unpacking the definition of "sufficient" reveals an interesting discussion of what sustainable funding really entails. Do current funding models encourage community archives to thrive and keep expanding services, or is the best case scenario to simply survive and sustain current levels of activity?

5.2.1 Funding for Survival

Several of the archives in this study are in a precarious state. CMAP funding, supplemented by money raised by volunteers, is what keeps the doors open for many community museums/archives during the summer months, but it often isn't enough to pay basic bills throughout the year. A3 was the most precariously funded archives in the study, having undergone substantial community challenges that has made fundraising difficult. Last year A3 lost a substantial portion of their artifacts and archival documents due to mold and decay after several years of storing these materials in unheated space during the winter. A3 is now renting space at another community building, which they pay for through the donations of a loyal member, but have been told they need to clear out some of the storage closets they have been using to make room for other community groups, and are not sure where they're going to store these materials. They have received some municipal funding and provincial tourism money to host a series of interactive workshops this summer that will teach guests how to perform tasks that most people have forgotten to do such as sharpening knives, boat building, and learning about indigenous

plants. The archival volunteer managing the organization admitted that the programs

offered in summer 2014 will be a "make or break" situation for the community museum.

A2 is a much more prosperous archives, with more stable funding through CMAP, and

many dedicated volunteers who helped raise funds for a purpose-built archives several

years back. However, in the words of the Archivist, the archives are "barely holding on

by a bare thread". The Archivist feels that their institution has been put into a Catch-22

situation by the provincial CMAP program, described in section 4.4. CMAP evaluates

community museums and archives with a points system that gives higher value to

professional preservation facilities, so several years ago A2 undertook major renovations

with this in mind. However, funding was frozen before they had a chance to be re-

evaluated, and are now in the position where they can barely afford to pay the bills on

their new facilities:

> By the time that we were considered, they had already frozen the amount that they
> would give to one museum, which was one little house museum, which was
> roughly $4000. And now we have the archives, because it was in our best interest
> to have an archives, to preserve history, and now our funding has been frozen at
> $4000… Our building is paid and all of that. We do have a vault, we have air-
> conditioning, we have UV control and we do have humidity controls. But doing
> that, it raised the price of our electricity, which is almost, we can't do the day to
> day operations finance. So we have to do fundraisers just to do that.

Even though they have reduced hours during the winter months, the electricity and

heating bills have made it difficult to find the money to pay part-time staff, internet and

phone bills. The Archivist at A2 feels somewhat bitter about the fact that they were given

incentive to make changes to their facilities through the CMAP program, but once these

changes were done, they continued to receive the same paltry funding as when they had no climate control in their facilities.

Other institutions in this study also had challenges paying high heat and electricity bills in winter, and opted to limit operating hours during the cold months. Although most archives in the study had heated space in winter, it is usually set at a minimum temperature for preservation purposes that is a little too chilly for human working conditions. The Volunteer Archivist at A8 mentioned that during the winter months, volunteer work can get cancelled to avoid driving up the heating costs in very cold weather. This situation is a prosaic way to make do with very few resources, but funding for mere survival prevents many of these institutions from achieving their potential.

5.2.2 Funding for Sustainability

There is no federal or provincial funding program that provides stable operating funding for stand-alone archives, which means that financial sustainability is precarious. Although it would be difficult to produce an exhaustive list of all the grant programs used by archives in this study, two of the most common provincial grants are the Provincial Archival Development Program (PADP) and the Strategic Development Initiative (SDI), described in section 4.4. These grants offer the possibility for archival institutions to develop their services through project-based initiatives, and can partially fund the wages of contract staff to fulfill certain tasks. The National Archival Development Program (NADP) was another popular program that funded many innovative projects across the country for close to a decade until it got cancelled without warning in 2012. Most of the

archival institutions in this study also count on grants from provincial tourism and ethnocultural awareness programs. In addition to these heritage-specific grants, many of the organizations in this study also depended on provincial and federal programs which offers partial funding to pay for student positions during the summer months. Many of these grants require grantees to match funds.

All of the archives in the case study utilized grants for summer students. Apart from Service Canada grants, which pay for 100% of the equivalent of minimum wage for non-profit organizations, most summer student grants require an organization to put up to half of the funding. For some small community museums, these programs are out of reach:

> They're usually out of our price range, out of our ability to price a student because it costs museums $4000 to $5000 to have a Young Canada Works [student]... and that would completely exhaust our full operating fund. For the little museum. Because, like with a federal student grant, you get reimbursed the whole minimum wage. And with the province, you get reimbursed 2/3? And for Young Canada Works, you have to put up close to half. And that's too much for a little place. (A7)

This sentiment was echoed by some other archivists, and therefore the fully funded federal and provincial programs were highly coveted. It is clear that the summer student program is a huge help to community archives in Nova Scotia, and that it allows overstretched archivists a few months out of the year to complete new projects. Most archives used summer students for "grunt work" like digitization. The Archivist at A2 admitted it was monotonous work, but it was about all they could offer a student without the supervision of a full-time archivist to walk them through more substantive work. A2 had trouble attracting summer students, something that the archivist related to their

remote location far away from any universities. Most of the other archives in the study did not report having trouble finding students, but it seemed that students were not usually given challenging work due to the fact that it was difficult to supervise untrained people. However, the Archivist at A1 was emphatic about the importance of topping up these grants in order to attract quality students who would not be interested in (or able to) work for minimum wage, and who could be trusted to do challenging work.

Because much of the available funding is project-based, nurturing sustainability in these institutions has become a strategic exercise for most archivists and archival managers, as they attempt to leverage as many upgrades to infrastructure through project specific funding. A1 had used NADP funding over the years to deal with arranging and describing their backlog, but these grants also funded global preservation assessments and the majority of their policy development. The Archivist at A1 felt strongly that their emphasis on policy development was vital to keep their organization focused on their mandate, and that it was a key building block of the organization's sustainability that never would have been possible without the NADP. The loss of the NADP was a huge blow to many smaller archives in the Canadian archival community, particularly because it often provided institutions with an opportunity to get ahead (or at least to catch up) in the absence of stable funding.

5.2.3 Funding for Progress

Despite the opportunities that project-based government grants can provide, it is clear that institutions must have a base level of stable funding in order to take advantage of

these opportunities. At the core of the sustainability issue is an organization's ability to employ full time staff who can take the time to craft proposals and grant applications and who can supervise and nurture student workers. One of the part-time Archivists at A4 admitted that they don't even bother to apply for certain grants anymore, because the payoff just isn't worth the time it takes to prepare the application and write the final reports. Even the archivists that are very successful and practiced at writing grants recognize the difference between having enough money to be able to pay your electric bills, getting project based funding for a special project, and true sustainability: "There's no funding to employ a person on a consistent basis, there's only project specific funding and then we are not self-sustaining. We are supported by the Heritage Society." (A6). The Archivist at A2 put it even more bluntly:

> ..At the end, a museum and an archives is not self-sustaining. So that means, if you want to be self-sustaining, you have to kill yourself raising money. If you're killing yourself, or burning out fundraising, you can't do the things that the province would want, to answer to the people who will be visiting us. (A2)

It is not surprising that archives that don't have to worry about paying their bills, and that have consistent paid staff, can focus their energy on leveraging government grants into projects that move their institution forward.

The archives in the study with the least reliance on grants for their stable funding, A1, A4 and A5, were best able to focus on building upon their capabilities in order to achieve ambitious goals. (It is noteworthy that none of these three institutions are community museums.) The Archivist at A1 admitted to sometimes feeling a bit guilty about the fact that A1 had municipal support while so many other community archives did not, but was

adamant that their stable funding was only the first step to their success. This stable

funding was leveraged to make more attractive grant applications to attract a wider range

of funding, which in turn positively affected their long-term sustainability and their

ability to undertake ambitious projects:

> There was an army of people behind me. But this place was built on writing skills. And I don't mean bullshitting skills, because I do believe in sincerity and honesty as well, but we would not have gotten provincial, or ACOA funding, or $250,000 from the municipality, if those proposals had not been put forward in a really articulate way. (A1)

This Archivist also attributed their success with getting multiple summer student grants

each year to the fact that they promised to top up grant money and offer a bit more than

minimum wage to their students: "Our applications go to the top of the pile because we

don't even believe in paying minimum wage." (A1)

The Archival Manager at A5 was particularly successful at leveraging government grants

to develop truly innovative and collaborative programming. Sustained funding through

A5's parent institution allowed consistent archival work to occur while taking on short-

term projects that brought new infrastructure to the institution. After several years of

successful grant-funded projects, the Archival Manager at A5 realized that they now had

to focus on progressing from project-based thinking toward a program-based strategy:

> We've been doing projects, but I need to make projects become a program, and just the way that we do our work… The challenge is that you still run your regular daily program of reference while you're trying to switch over how you work. And I find that if you have a good slate of projects, that aids us in doing the work that we want to see us accomplish, then it makes sense to make investments in project based work – it gives you access to equipment, and to additional people and to additional skill sets that you may only need for a period of time. And then I rely

on my in-house and our main staff to kind of keep chugging with the day to day reference services, reproduction requests, recent acquisitions, and appraisal and processing of incoming archival material. (A5)

A5's move from project-based thinking to program-based thinking opened up many possibilities for collaboration with archives, museums and libraries, which in turn provide more institutional stability to A5 through the development of archival digital infrastructure. (These collaborative programs will be discussed in Section 5.7.) Each project builds on the success of the last project.

Of course, progress is measured not only by grandiose projects, but by the ability to consistently meet the institution's mandate. Small archives such as A4 have leveraged their stable funding from the publishing branch of their religious organization to apply for grants to help build a strong audio-visual digitization program that has been recognized by the Canadian Conservation Institute (CCI) as being an exemplary model for digitization on a shoestring budget. Although their progress is much slower than they'd like, A4 is always moving forward to meet their mandate to make their collections more accessible to their community.

5.3 VOLUNTEERS AND COMMUNITY INTERACTIONS

The work of community volunteers is absolutely vital for the sustainability of community archives. The only organization in this study that did not depend directly on volunteer work was A5, the education institution, which is unable to utilize volunteers due to union regulations. The types of work volunteers do for archives is vast and encompasses many types of skill-sets: from sharing genealogy knowledge, to helping beautify the archives'

grounds with flowers and vegetable gardens, to helping raise funds for the archives

upkeep, and in the case of A3 and A8, managing the archives and writing grant

applications. (In many cases, volunteer work also overlaps with community outreach;

these situations will be discussed in Section 5.4.)

5.3.1 Volunteers and Community Financing

Most archives could not survive without major financial support from their communities.

Even archives with stable organizational funding depend on volunteer fundraising for

projects not covered by other types of funding. Raising money for capital projects such as

a new building is one of the major pieces of fundraising that most archives face at one

time or another. A1 and A2 reported great success at fundraising for new buildings: the

Archivist from A2 stated that it was easy to do fundraising when people see a new

building being constructed because people like to contribute to a tangible project. The

Archivist at A1 agreed, and stated:

> When we need to fundraise, [our members] give like demons. And we've been
> careful not to fundraise often, either. We don't want to be an organization that
> always has their hand out, begging. But when something really counts, like
> building this place, we raised two hundred seventy thousand dollars. (A1)

Fundraising is generally more difficult when it comes to renovating or maintaining

facilities, and A3 and A7 expressed that they had experienced difficulties asking for

donations to fix leaky roofs in their heritage buildings.

As we have seen in Section 5.2, the greatest challenge for most archives is paying salaries

and for the upkeep of archives facilities. Consistent community fundraising is necessary

to be able to pay for these basic activities. Organizations with a very clearly defined member group such as A1 and A4 have some success with making direct requests for donations through newsletters or on their websites. One of the archives in the study, A6, has undertaken an ambitious fundraising drive in the hopes of raising enough to provide sustainable funding for their archives through a charitable endowment fund managed by the Community Foundation of Nova Scotia. These funds are managed by the Community Foundation, not the historical society, and interest from the fund gets distributed back to the organization every year in perpetuity. A6 is aiming its fundraising drive at a broad community which includes people across Canada whose ancestors once lived in the region.

Despite these examples, the majority of fundraising occurs in an ad-hoc fashion, following the initiative of involved volunteers. Every archives in this study, except for those in the educational institutions group, reported a wide range of fundraising activities that ranged from bottle drives to quilt raffles to banquet hosting. Donor fatigue is common, especially in small tightly knit communities where residents donate time and money to multiple organizations:

> We live in a small community where everybody has to do fundraising, so the firemen do fundraising, the church does fundraising, the other associations around do fundraising, the Lion's, the Knights of Columbus… It's a small community of two thousand people and there's always something going on. When you see the construction, people gave us at that time thousands, a family would give us $1000. But now, when you're doing fundraisers it's harder, because it's just for the actual upkeep, the running of the archives. People don't see it as obviously as when you're doing the construction. (A2)

Much of the work that volunteers do crosses over into fundraising territory when one considers the dollar value of "work in kind" that scores of volunteers donate to archival institutions: professional photographic work, volunteer staff in museum gift shops, gardening, and handyman work equaling thousands of dollars. These are just a few of the examples of valuable work that increases archives sustainability.

5.3.2 Motivations of volunteers

Andrew Flinn (2011) has written extensively about community archives, and has examined the phenomenon of grassroots history collecting by volunteers. He terms this community archival activity "serious leisure" and notes that it is a common phenomenon as reaction to tumultuous change:

> Community archive activity is often at its strongest and most sustained in those areas or communities which are in a state of flux, having been through dramatic and perhaps traumatic change such as deindustrialization and the destruction of occupational communities (steel mills, the docks, the mines) or migration and rapid population shifts. In these circumstances, community histories and archival activity might be not only nostalgic and backward looking but also might help the community to understand the reasons for the change and help it to mould the present. (Flinn, 2011, p. 153).

The majority of archives in this study are located in rural Nova Scotia, which is undergoing extreme population shifts, and in many cases also losing traditional occupational communities. (See *Figure 6: Population Change Between 2001 & 2011* for statistics on demographic changes in the geographically based archives in the study). A common theme in the collections of the volunteer-run archives is the evidence of past industries that had made their regions originally prosperous. The Volunteer Archivists at A6 and A8 and the Archival Volunteer at A3 did not see this research as dwelling on past

success; but rather it was proof that communities could still bind themselves together to accomplish great things today if they look closely at their community assets and work together to exploit them as they had in the past. Looking at history this way offers depressed communities to have hope that a new generation will be inspired to learn from their history.

There are likely many reasons that community members donate some of their time to a community archives, but for the dedicated volunteers interviewed for this study, the answer seemed to be that they felt a real duty to give back to their communities. V1 expressed that she felt good about the fact that her genealogy hobby wasn't just her own "selfish or personal" hobby, but rather something that could give back to the community through sharing her database of local family histories at the archives. Volunteering at the archives allowed V2 to nurture her love of photography and working with old pictures, and do important work at the same time. So in addition to giving back to the community, volunteering also allowed V1 and V2 dedicated time to get better at things they loved doing, in a collegial environment away from home.

Motivation was similar for the volunteers running the archives at A3, A6 and A8, who easily put in the time equivalent of a part-time job at their institutions. The Volunteer Archivists at A6 and A8 were particularly dedicated, and had built their archives up over the years with little money and a lot of enthusiasm for their community history. These "community champions" looked for any reason to learn more about their regions' history from old-timers in their communities. A6 felt a certain amount of anxiety that the time

with these knowledgeable elders was limited, and there wasn't any money for paid full-time staff who could record and transcribe their oral histories. This sense of urgency and racing against the clock gave very serious momentum to the volunteer work she performed at the archives. The individuals working at A3 and A7 also volunteer for other heritage organizations. Both of these individuals had very strong personal feelings for these other organizations, and for A3, past volunteer work that involved sharing traditional knowledge she described as an almost spiritual calling.

5.3.3 Volunteer Challenges

Many people who volunteer at community archives also donate their time and energy to other community organizations. Individuals managing archives often need to work around the multiple demands on their volunteers' time and need to understand that archival work may not necessarily take precedence over their other duties. Unfortunately, this often leaves the bulk of the work to a few ultra-dedicated volunteers who get burdened with the majority of work. The Archivist at A7 admitted to feeling like she'd like to pass along some of her own volunteer commitments someday, but that it's difficult to do so when you've been the only individual keeping it going for many years, and finding someone new to take it on might be difficult to do:

> You want to try to make sure that it keeps going. And it, well, after a while it gets to be... sort of, like, you can't let go? You may want to, but you can't? I've been the treasurer for more than 20 years, and because there's so much paperwork, and I have done it for so long, and I can do it in my sleep, practically, it would be really hard to teach somebody else. (A7)

One of the questionnaire respondents agreed that volunteer burnout can be an issue, and commented that in their organization, "20% of the people do 80% of the work" and pointed out that these dedicated volunteers are often seniors who could really use a break.

All of the archives in this study who regularly used volunteers reflected that their volunteer workforce was aging. Although all the archivists in the study expressed appreciation for the experience and knowledge of community history that their elderly volunteers brought to their organizations, they remained concerned that the lack of volunteer renewal undermined their institutional sustainability. Several informants also mentioned that attracting younger members to volunteer board of directors was also a major challenge (A6, A7), and one individual in the study felt resigned that there is no use even asking people under 30 to join leadership boards, since community history isn't on their radar at that point in their lives. (A7) National statistics back up the impression that a small proportion of volunteers do most of the work: in 2010, 10% of volunteers accounted for 53% of all volunteer hours across the country (Vezina & Crompton, 2010, p. 38). However, statistics also show that younger Canadians are actually more likely to volunteer than older Canadians (ibid., p. 40), so it is possible that with outreach efforts, support and training, a younger population may be willing to participate more in these types of activities.

The volunteer archivist at A3 was blunt about the challenges finding replacements for long-standing volunteers amidst rapid demographic change that including an aging population and newcomers moving in to the community:

> People's families that came here as Loyalists are dying out and everyone's
> leaving. New people are coming in, and as they say, "It's not my history. It's not
> my children's history…" So this the problem, when you have 75% of your
> population who are NFH - "Not From Here" - they don't care about the history of
> it. Even though it may have been one of the things that endeared them to the area
> at first, it's very difficult to relate. (A3)

The NFH concept, more commonly known as CFA (Come From Away), is a term

common in Atlantic Canada for those who don't have longstanding family roots in a

community, and is often informally used as a signifier of insider/outsider community

membership. (See Section 2.3.4 for a discussion of the term CFA and how it relates to

rural Nova Scotia.) Even Nova Scotians born and bred can be seen as CFAs if they grew

up in a different part of the province then where they currently reside - the Archivist at

A7 joked that she was still seen as a CFA in her current community because she grew up

in a neighbouring county. Despite this joking manner, some newcomers do feel an

undercurrent of unfriendliness with the use of the term that may dissuade them from

taking part in heritage-based volunteering. This is just one of the challenges that

community archives can have when dealing with their communities.

5.3.4 Community Challenges

While funding is certainly a major challenge for community archives in Nova Scotia, the

individual character of particular communities plays an equally important role in the

sustainability of community archives. While it is impossible to ascertain the full picture

of the character of a community through the short interviews in this study, it was fairly

clear that some communities were more cohesive than others, and that disruptive social

politics between community members can make it difficult for non-profit organizations

who depend on volunteers. The volunteer archivist from A3 spoke at length about

divisions in their community that made it difficult to rally support for their historical

society. Simmering tensions finally came to a head several years ago when some

members of the historical society arbitrarily decided to close down the community

museum without consultation with the community or with the rest of the board:

> We had a breakdown two, three years ago. Nobody wanted to bother with the museum. Nobody was doing anything. So then the Chair decided to shut it down without informing anybody… It took the rest of us two hours to shut it down and put new locks on the door, and in that few hours, a fair amount of stuff disappeared. And it has caused a great rift in the community. Because it not only affected the museum, it affected... people lose faith. So we're hoping that in two more years, the villagers will come around and say, ok, these guys have really done well. We can trust them with our stuff. (A3)

This rift makes it very difficult for A3 to move ahead with their mandate, and also

provides some added context into why the institution may have trouble attracting new

volunteers. Word travels quickly in a small town, and the opinions of a few can become

entrenched in a short period of time.

Even in the communities that function fairly well, there are still community challenges

that need to be addressed. P1, one of the professional informants, expressed that

community archives are not doing enough to ensure that they are representing their whole

community in all its diversity. She recognized that in many cases this might mean delving

into uncomfortable territory: "Maybe they're not the happiest of stories – maybe their

own ancestors were involved with perpetuating the marginalization of another group in

their community, and they don't want to face that." (P1) Nevertheless, if archives want to

move forward, they needed to admit that this too, is an important aspect of their

community's past. In P1's opinion, archives that successfully delve into uncomfortable pasts will be the ones who will remain relevant for years to come. This echoes scores of contemporary archival theorists that feel archives must do more to advance social justice in their communities by actively seeking records of underrepresented peoples, and evidence of marginalization. (Bastian, 2012; Cook, 2012; Flinn, 2007, 2011; Flinn & Stevens, 2009; Galloway, 2009; Gilliand, 2011; Labrador & Chilton, 2009; Laszlo, 2006; McRanor, 1997; Schwartz & Cook, 2002; Shilton & Srinivasan, 2007; Wurl, 2005.)

In this study, the only archives in the study that stressed the importance of actively seeking collections that accurately represented the diversity of its community in the interview was A5, the educational institution. The Archival Manager at A5 was very proud of their diverse collections, and admitted that because their archives had built such a positive reputation through their collaborations with a wide range of groups, communities now regularly approach them to donate their materials. In some cases, the community shares the responsibility for arranging and describing the collection to ensure they are represented accurately. Through this unique relationship, the community is able to provide volunteers and special funding that the educational institution would not be able to take advantage of due to the institution's unionized position. This type of collaborative participatory archival practice has been written about extensively in the literature (see Section 2.6.1) but in reality, it takes significant resources of time and funding to be able to engage in this type of work.

Unfortunately, archivists from the smaller archives that depend on the support of community volunteers, revealed that delving deeply into this important work carries some risks. The Volunteer Archivist at A6 stated that they sometimes had to tread very carefully around sensitive community history in order to maintain goodwill in the community, and to avoid the type of community rifts experienced by A3. She noted that even something as simple as genealogy books can be triggers for individuals who want to bury embarrassing family history, who feel that the archives "protects evil information" (A6). While seemingly insignificant, these small instances of distrust can spread throughout an insular community and can hamper an archives' ability to collect meaningful information and to solicit support. The previous discussion on precarious funding situations underlines the need for community archives to retain the support of their community's fundraising dollars. So how can archives focus on uncomfortable subjects that their communities might wish to forget without jeopardizing their fundraising efforts?

Building this trust cannot happen overnight, so archives must develop a long term strategy that will allow them to prove the importance of this work. Together with the historical society's Board of Directors, the Volunteer Archivist at A6 focuses on slowly and strategically building trust with the larger community by identifying key players who may be able to help them:

> We try to figure out if they're a friend or foe; an ally or not. Likely to be won over or not. Possibly trust us, possibly won't trust us. And we actually seek to increase their trust in us in some cases, or we write them off as being not ready yet to approach. (A6)

This slow and sensitive approach is greatly accentuated by the work of community volunteers who help build bridges between individuals and the archives. However, if the province wishes small archives to focus more on diversity, it must recognize that stable funding would surely accelerate this priority.

5.4 COMMUNITY OUTREACH

Providing access to archival collections has long been a core function of archives, although many have struggled with how to actively promote access to their users. Wilson (1990) suggested that some archivists "covertly impede and ration access to archival services" to the general public by limiting their outreach efforts to traditional users such as academic researchers and professional historians. This way they can ensure that limited resources are not be overwhelmed (p. 97). Other writers in this period echoed these sentiments and went even further to suggest that providing access was too passive a goal – and that active outreach needed to become a core function of what archives do. Erickson (1990) laid out a multitude of ways in his paper that archivists could begin actively reaching out to the public rather than passively allowing access to archival collections. Most of these suggestions boiled down to the need for archivists to stop being inward-looking, and to focus on making connections with history that non-academic users would appreciate. Erickson stressed that outreach shouldn't be an afterthought that is separate from other work archivists do; rather, outreach to the community can make it easier to acquire new collections and can provide new context for describing and arranging as well.

Almost 25 years later, archives are still struggling with these same issues. Discussions at the Canadian Archives Summit in January 2014 suggested that most archives still fall short in outreach toward the general public. Community archives, whose very dependence on their communities keeps them more attuned to outreach activities, may have greater strengths in this area.

5.4.1 Community Outreach through Volunteers

We have seen how important volunteer work is to the sustainability of archives through fundraising efforts in the Section 5.3, but volunteers also perform the bulk of outreach efforts for many community archives. As mentioned earlier, volunteers can be a bridge between the archives and the broader community that can allow savvy archivists to use their volunteers as the "eyes and ears" of a community to alert them to outreach opportunities with new community contacts. The individuals leading the archives at A1, A6, and A8 were particularly good at using a wide network of key informants from the community to promote the work of their archives, and to discover collections of photos or other documents in need of preservation. The Volunteer Archivist at A8 regularly called upon a wide network of volunteer informants who were willing to help with archival reference questions at a moment's notice to ensure that visiting researchers received the answers they were looking for. In one particular example related in the interview, a student from a high school in a neighbouring community called the archives to ask for information about an old factory in the region. The Volunteer Archivist called up one of his contacts, who travelled out to the factory building to take a photo which was delivered to the student by the end of the day. These requests were handled very informally, but

they serve of an example of the unique outreach and service opportunities that community archives can provide with the help of casually involved volunteers.

The Volunteer Archivist at A6 also admitted to asking her volunteers to make requests for information or old photographs on behalf of the archives, because they were more likely to get positive results due to their social standing in the community. The professional Archivist at A1 admitted that volunteers were much better than archival staff at reaching out to other community members who previously unaware of the archives, which provided A1 with simultaneous opportunities for outreach and new acquisitions:

> A lot of our researchers are people who don't want to sit on boards… [but] very often they'll alert us to collections that are out there in the community. And then we'll go and approach people. The advent of scanning and digital photography has helped us, too... If we're ready to jump on an opportunity, we can say 'if you would let us borrow this album we will bring it back to you at the end of the day'. So we just drop everything. (A1)

The Volunteer Archivist at A6 also uses the same approach to collecting photographs, and was prosaic about balancing the traditional archival approach where preservation of the original document is of utmost importance, with the desire to collect as much evidence of the social history of the region. Many community members are not willing to give up their family photos, but community archives can at least preserve the collective community memory held within photos if they follow best practices in digitization and digital preservation. Physical custody of photographs is therefore less important to many community archives than the information held within them.

5.4.2 Promoting Key Assets through Outreach

Archives in this study promoted their institutions to their communities in a variety of ways, depending on who they determined their key users were, and what assets they had to promote. Some of the archival assets were used in unusual ways; for example, the Archivist at A7 primarily used donated community photographs to confirm physical details of clothing and buildings so that they could ensure the authenticity of their living history experience at their museum. The use of photographs by the archives discussed in the previous paragraph is an example of how the product of community outreach often leads to acquisitions that can then lead to more interactive outreach to a broader audience. This type of activity echoes Erickson's (1990) call to archives to integrate outreach in all of their work in order to better carry out their organization's mandate.

P3, one of the professional informants, suggested that archives were not typically good at raising awareness of their work, and often depended on neighbouring community museums to raise visibility in community heritage through public programming. This may have been true in the past, but community archives in this study are becoming very active users of social media tools like Facebook to raise awareness of their activities and their holdings to their community. Although only 58% of questionnaire respondents said they used some kind of social media, seven of the eight archives in the case study maintain a Facebook page and use it to post seasonally appropriate historical photos, post notices of upcoming community events, and share current photos of archival activities. A6 actually has two Facebook pages; one for their museum, and one for the archives.

Some of their posts overlap, but a community volunteer suggests that the material posted

to the archives page actually generates more followers and more comments:

> We have two [Facebook pages]. And we have completely different followings
> from one to the other… We try to post a picture a week now [on the archives
> page]. Yeah, we get a lot of comments on that site. Probably more than we have
> on the other site, because people like to interact with the history. (V2)

The volunteer went on to reflect that people loved to share their knowledge about their

community by identifying buildings or people in the old photographs posted on the site,

but that the museum was still better at bringing out people in person for activities.

The archives in the case study group did not engage in much activity on other social

media sites, which might again limit outreach potential in the future as more young users

move away from Facebook and on to new platforms. However, all of the archives in this

study also had websites which served as their primary outreach tools with more

"permanent" information like details about their holdings, opportunities for donations,

albums of digitized photos and finding aids were also published on websites. It was

somewhat surprising that only one archives in the case study group included a link to

Archway, CNSA's aggregated archival database on their website, although all members

of CNSA are encouraged to participate in the program.

In addition to reaching out to the public with an online presence, study participants

suggested that archives still do engage in more traditional types of outreach, such as word

of mouth, newsletters, community posters, provincial tourism campaigns, and education

program with local schools. (See Figure 8: Archival Outreach and Promotion in Nova

Scotia Community Archives for outreach methods used by questionnaire respondents).

A1 had particularly good success with their historical newsletter, which they had provided to paying members of their historical society for over 25 years. The newsletter is a magazine-style publication which contains historical articles about the area written by community volunteers and historians. Although all articles are well-researched, the historical society is careful to maintain a non-academic tone to the articles to ensure the magazine can be accessible to a wide groups of members. The Archivist at A1 felt strongly that their newsletter was their strongest outreach tool that had built their "core community support", and encouraged other archives to adopt the model whenever he could. Bruce, Ellis, & Delury (2006) have studied the phenomenon of the impact of community newsletters on community cohesion, and concluded that written communication about a community, by community members, does in fact support stronger cohesion amongst that community.

A8 had the most inclusive outreach strategy of all the archives in this study, and was able to leverage their location within a community heritage hub to encourage new visitors to the archives. The adjoining museums offer free admission on Saturday mornings during the same time the weekly farmers market takes place next door, which encourages casual drop-in visitors. The volunteer archivist who ran the archives actively tried to break down traditional barriers that prevented community members from learning about the work that archives do, even going so far as to planning to replace their current door with one with a window so that casual visitors to the museum can peek inside, and even make a visit to see what it's all about:

> We feel here, that a child might open the door to take a peek, and [the parents go] "Get out of there! There's nothing that you'd be interested in." Ha ha, it's just an archives! And then I'll bring them in, make sure we have something up [on the walls]… like that ugly old hair wreath we have… And you tell them stories about that, and the next thing, they're asking about something else. If you keep something out and about that the children are interested in, then it brings parents in, and they see we're not going to be [saying], "get out of here!" (A8)

Expanding outreach efforts to people who will likely never actually do historical research in the archives may seem counterintuitive for many archivists, but A8 is building up immense reserves of community goodwill through this approach. Outreach is not just a way to promote access to archival assets, but a way to educate the general public about the work that archives do. It is also easier to ask for donations and volunteers from a community who knows about your work.

It is not uncommon for archives to have a narrow focus when they think about their users. In some cases, outreach to potential users outside an identified group is discouraged due to lack of resources, which was the case for one of the questionnaire respondents working in a religious archives, although the archivist wished they could open up their archives to the general public for research. In other cases, archives may only be focused on a certain kind of researcher, rather than people in their own communities. The Archivist at A2 didn't feel it was particularly important to do outreach in their own community, although their archival collection was originally developed around family histories from the area. A2 felt that the real opportunity was in being able to market their collection to genealogy tourists from other parts of Canada, the US and Europe. They admitted that their

community probably didn't know about the many other treasures they had in their vault, but supported the archives because they drew tourists to their small town.

It is true that genealogy is a lucrative opportunity for archives across Canada, and especially in provinces where newcomers first landed in Canada like Nova Scotia. Until recently, the Routes to your Roots genealogy tourism program maintained an interactive website where visitors can input their family name to see where their ancestors may have once lived in Nova Scotia. The map then displayed links to community archives in the area where further research may be conducted. Although no numbers were solicited from interview respondents about the traffic generated from this particular website, online or phone requests for genealogy information was a substantial part of the archival activities at six of the eight archives in the case study, and was a key area that utilized the service of dedicated volunteers. The Archivist at A7 describes the traditional appeal of genealogy in their community, and how it still draws visitors to their provincial museum:

> The genealogy? Well, sitting around a kitchen at home - because years gone by - that was the thing that people did. Whose father was who? "What's your father's name" is the question you still hear from time to time… Sometimes people will come to the museum, and then they'll stop in and talk about the genealogy. Some people will make a point of it because they've looked us up, and they make it a point to come here to see what they can find. They always want to make that contact or that connection to where their ancestor came from. (A7)

Like many other volunteers at community archives, the two volunteers at A6 were very involved with genealogy research. V2 regularly spends an hour a day going through obituaries in Halifax daily newspapers for any information that they could relate back to families in their region. This volunteer was connected to a small network of genealogy

researchers across Canada who collected information on this region's families, and kept in close contact to build their respective databases of names. Due to the greater understanding of the extent of their region's "diaspora", the board of directors of A6 plans to expand fundraising efforts to include those whose ancestors may have at one time lived in the region. In this way, the concept of community is being expanded through historical family ties.

Building relationships with a wide community through outreach and promotion can have very tangible results. The Archival Manager at A5, a well-respected university archives with stable funding, admitted that if it hadn't been for the support of their wider community, their institution may have closed about 10 years ago:

> There was a year that my position wasn't filled, and I think the university was looking at significant change in senior management. They didn't understand the fifty year history of [the archives], they didn't understand its linkage into the community, and I think there was the potential of [the archives] being closed... There was a letter writing campaign to the President which forced the hiring of a new manager…I think the community had a better sense of the collection here, and what it says about [our region] than the senior administration. (A5)

Steady promotion of A5's key assets throughout the years and consistent outreach to the community paid off in a time of crisis. Now A5 is in a strong position to advocate for more inclusion of archival material in the university curriculum by providing outreach to the academic community.

5.4.3 Outreach to Schools

Several archives in this study provided outreach programs to their communities' schools. Much has been written about university archives' ability to do outreach to the wider academic community in order to draw attention to the research resources at archives. Developing relationships with faculty to find opportunities to embed archival materials within course work allows archives to be relevant to many disciplines outside of the History Department. The study of disciplines like Atlantic Canada theatre studies (Harvey & Moosberger, 2007), water management (Rettig, 2008), and nursing (Welch, Hoffius & Fox, 2011) have all been strengthened by use of archival material in the curriculum. In each of these cases, university archivists were able to build awareness of their unique holdings by reaching out to faculty in their institutions and working together with them to develop new curriculum.

A5 has a very good relationship with faculty teaching in its parent institution. A5's widespread collection of community fonds has allowed them to partner with university faculty in several disciplines to develop courses based around some of the unique archival material in their holdings. In one particular instance, a well-funded academic working with a specific music collection held at A5 was able to put some of his grant money towards developing the digitization infrastructure of the archives. This contributed to permanent infrastructure that the archives or university would never have had the funds to accomplish themselves, which has allowed them to develop their capabilities to become leaders of digitization in their region. This increased capacity has enforced the importance of maintaining relevance to their educational community, and most larger-

scale archival projects now include the development of curriculum guides to encourage the use of their materials by their own institutions' students, but also for secondary schools:

> We'd still like to be able to reach out to the school board and do some professional development with local teachers so that they can make a connection… I think through the web and digitization we can have a greater impact in outreach using the curated virtual exhibit model, so that's what we've been trying to do for a couple of our online exhibits as well. And marry those two pieces together – the new audiences, in younger age groups or in classrooms, while also enhancing the preservation of the object as well. So that you're reaching more people with it, but you're using the digital representation rather than the original. (A5)

Of course, the majority of community archives do not have academic partners waiting in the wings with pots of money to distribute to build digital infrastructure. Comprehensive digital projects with accompanying lesson plans is far beyond the scope of the rest of archives in this study. It is also more difficult for institutions not affiliated with a university to mold school curricula to fit their archival holdings. The Archivist at A1 suggested that recent K-12 provincial curriculum changes have made it more difficult to incorporate local history into the classroom:

> Their curriculum in both the elementary and the high school does not lend itself to our support, let me put it that way. It's just very hard to fit in. We have some teachers who really want us to fit in and they're very clever at stretching the boundaries but it's not an easy fit. But that's a period we're going through. In any ten year period the curriculum can change and they can suddenly be curriculum focused again. (A1)

Other archives in the study had more success with attracting students to their archives. A6 was able to invite local grade eight students to their community museum for a field trip, which included some time at the archives to learn how local history fit into the larger

Canadian story and to get some hands-on practice with working with archival records. A project about veterans was developed where the students had to piece together the information about a local man who had served and died in the Second World War, using various records. One of the volunteers helping the kids work through the puzzle had been related to this man, which added to the tangible effect of learning about their own context in world-wide events:

> This wasn't some arbitrary person that they were using, it was somebody's records who was actually from the area. And then to actually have a relative there who was actually related to this person that they were trying to figure out… The kids really enjoyed it. And they would probably be 13 or 14, I suppose. (V2)

V2 attributes the success of their school outreach to the fact that the learning is experienced in an interactive way, rather than a formal presentation that doesn't require their active participation.

Another challenge for many archives hoping to engage in outreach to local schools is that many schools are finding it more difficult to justify the time and money it takes to plan field trips. The Archivist from A2 mentioned that it was difficult to attract school field trips to their museum and archives because cash-strapped school boards have less resources to spend on the logistics of field trips, so they spend their limited funds on trips to a nearby provincial museum with more interactive activities. The Volunteer Archivist at A8 had a great deal of success with attracting school groups to their archives, due to dogged persistence of dedicated volunteers who went out of their way to maintain close relationships with the schools:

> We make a point to stay open for kids and student groups are coming, and we're more than pleased to have been playing a bigger role in the local schools. Like

one year, we had our grade sixes 6 times, which was wonderful. And we do actual teaching. I'll make a cd and give it to the teacher, [so] she can use them at another time. One year when gas started to go up in price, you know? They thought it was high then - they couldn't come. Just couldn't afford it, to pay the bus driver, gas... and I said, Fine. You can't come? I'll go to you, free of charge. And I'd go every year to [talk about local history] with them. And they've been coming back, I think, it's been 13 or 14 years. (A8)

Although this work is certainly commendable, some might argue that this type of selfless volunteer work is itself unsustainable, because it depends on the energy and goodwill of a particular individual. While this approach has worked for this particular archives to build community awareness of their archives, it is difficult to expect the same level of selfless dedication from every archivist. The Archivist at A2 had made a prosaic decision to not engage in this type of outreach work to local schools because their current funding only allows her to be paid for one or two days a week. They have decided that that time must be spent doing other archival work.

5.5 PROFESSIONAL DEVELOPMENT

5.5.1 The Role of the CNSA in Professional Development in Nova Scotia

There's a wide range of professionalism among the archives in this study, but it is noteworthy that none of the archivists, archival managers, or volunteer archivists interviewed for this study have undergone graduate-level archival or library training, although many have university degrees of some kind, and two have graduate degrees in other disciplines. In each case, the majority of archival training and professional development occurred through the core curriculum of the CNSA. The core curriculum

consists of six 2-day seminars which are given in a two-year rotation at member sites around the province, and cover the following topics: Introduction to Archives; Introduction to Preservation for Archives; Acquisition, Appraisal and Accessioning; Arrangement and Description; Intro to the Rules for Archival Description (RAD); and Access and Reference. (Core Curriculum, CNSA). This program is designed to reinforce professional standards for people already working in archives, although courses are open to the public as well.

Although this curriculum appears extremely basic, it seems to have served archives in Nova Scotia well. Because the courses are held around the province and members of the hosting organization get free registrations for all their staff, more people are likely to partake in this type of training than a more in-depth program held in a large city centre. The CNSA also plays a support role for archives wanting to upgrade their facilities and provides advice from everything to how to set up shelving units to developing accession policies. The CNSA has always strived to make their core classes very accessible, and attempt to strike a balance between providing meaningful professional development and an introduction to archival concepts that may not be well understood. P3, the professional respondent with decades of professional experience with archives, recalls that it was sometimes difficult to explain this range of capabilities of smaller archives to colleagues at the national associations, CCA and ACA:

> When I was going to Ottawa I had to keep reminding them, well some of these smaller archives don't have computers yet. Or then it was, 'they don't have Internet, they've got a computer but they don't have Internet'. And then it was 'they don't have broadband'... And they don't understand, as I once saw out in an unnamed community in the province, a very interesting museum with archival

material on display under cracked glass with dead flies in the display case with the records! And that museum joined the Council and began applying for global preservation assessment and then one year they put in for –I think this was under NADP— and they had a certain allocation for blinds. (P3)

The CNSA courses help build the capacity of archives like the one mentioned above as well as provide training for volunteers and other workers at community archives. The Volunteer Archivist at A6 encourages their volunteers to take these courses and takes the time to explain archival concepts like *provenance* and *respect des fonds*, but admits it can be difficult for some volunteers to grasp these concepts, aside from basics of wearing gloves when handling photographs and not disrupting the order of arranged records. This archivist also regretted that she could not take the time to properly implement some of the things she learned in these courses, and discussed how difficult it is to create RAD descriptions when she only works in the archives about 350 hours a year:

> We're committed to RAD as well, which is partly why we have a real issue with trying to do the descriptions ourselves, because it takes a certain knowledge to do a RAD description. I can do RAD descriptions, but they take so much time to do them. It takes a full-time person, [and] a time commitment that I don't have. If I do a RAD description in January I might not do another one until March or April and then I have to go back and . . . . It's very, very daunting. (A6)

A6 recently had enough funds to hire a project archivist for a four month contract and the Volunteer Archivist was amazed at the amount of quality work this individual accomplished in such a short period of time. Unfortunately, getting funds to pay someone doesn't mean that archives can always attract trained workers, especially if they live in remote areas. A2 had also received grant money in the past through the PADP, but the

Archivist found it very difficult to find someone that was comfortable with creating RAD descriptions, even if they had money to hire someone on a temporary basis.

A big part of the professional development aspect of the CNSA is being part of a network of archives that share the same challenges and goals. The Archivist at A7 said she valued the yearly conferences to catch up with other community archivists and to share preservation tips and other strategies for managing their institutions. For example, she knew that humidity was very bad for archival records, but their archives can't afford to build and maintain climate controlled storage at this time. Her practical solution was to place the most important documents in a fire safe with silica crystals to keep them dry. With the help of some basic monitoring equipment, she was able to keep track of humidity fluctuations and take action levels got too high. A7's goal is to have a purpose-built area to store archival documents and museum artifacts within the next five years, but these strategies will ensure that the items will not be further damaged during this time.

5.5.2 Professional Development outside the CNSA

The CNSA is only one professional association that provides professional development opportunities to archivists. The archives in this study had affiliations with a long list of museum, archival, and preservation associations, depending on the specific focus on their institution. These affiliations allowed archives to fully investigate the best practices of their specific archival niche area. For example, all of the archives affiliated with community museums are members of the Association of Nova Scotia Museums (ANSM).

A7 was a provincial living history museum with an archival collection, and was involved with the Association for Living History, Farm and Agricultural Museums (ALHFAM), which provided best practices on how to engage visitors through interactive and experiential exhibits. A4 has a large audio-visual collection, and the Archivist in charge of digitizing their collection valued their membership with the Association of Moving Image Archivists (AMIA) for best practices on preserving and digitizing film and magnetic media. Several archives also attended workshops held with the Canadian Conservation Institute (CCI) and Association of Canadian Archivists (ACA) to gain expertise on specific preservation and management issues.

The Archivist at A4 in charge of the audio visual collection valued their association with AMIA because it allowed him to make decisions about digital preservation formats and expensive digital storage systems with confidence:

> We're late adopters, we always have been. One of the reasons for joining an association like AMIA was to watch the big institutions. If the Library of Congress or LAC in Ottawa has adopted a certain technology, then you know because they have so many millions of records that will be supported over time. That's one thing that you don't want, to get into technology that's turns out to be a dead end, and you can't move it. (A4)

The Archival Manager at A5 had also greatly benefited from workshops with national associations. She credits ACA workshops as an important factor that helped her analyze her archives many strengths and to begin strategizing a way forward that would allow the institution to build on past successes rather than leapfrog from project to project. An ACA sponsored course for archival managers was a turning point for her understanding

of best practices, and how professional development was a continuum rather than an end point:

> And I remember towards the end of that course – [someone asked] "What's the gold standard? If we're going to start this, what do we need to do?" And the reply was, you just have to jump in. You just have to start creating data, and digital content. And then stay part of the program, so that you're continuing to upgrade and migrate as the standards and as the technology changes... So it's been a 5 or 6 year path so far from analog to digital, and we're still on that path. But we're piecing project after project, and building on projects to develop physical infrastructure, but then also to build knowledge infrastructure and skill infrastructure. (A5)

While they have a secure position within their educational institution, they have not become complacent with their duties, and instead continually strive to figure out how they can increase their capacity. It is this approach that has led A5 to become a leader in their region, and has allowed them to spearhead ambitious projects with the collaboration of others.

5.6 PROFESSIONAL COORDINATION AND COLLABORATION

Throughout this discussion there have been many instances of coordination and collaboration between the archives and their communities. Community archives are dependent on many partners, and fostering good relationships with these partners is an important factor in their continued sustainability. However, many archives still see themselves as only loosely connected to other through superficial professional connections. The Collaboration Continuum (Zorich, Waibel & Erway, 2008) discussed in Section 2.2.2 is a useful model to reflect upon at this point in the discussion. The continuum moves from Contact to Cooperation to Coordination to Collaboration and

finally to Convergence. The model suggests that moving along the continuum toward

convergence will require increasing levels of investment and risk, which will also

correspond to increasing benefits as convergence is reached. Although this model refers

to activities between archives, museums and libraries, greater risk and investment in

collaboration within the archives community can also result in greater benefits for all

institutions.

5.6.1 Coordination, Collaboration and Convergence among Archival Institutions

In the previous discussion about professional development, we can see that the first three

steps of the continuum, contact and cooperation, and coordination are already being

achieved on a wide scale through common associations like CNSA. (The history of the

development of the CNSA is discussed in Section 2.1.2: *The Development of an Archival*

Network in Nova Scotia.) Major successes in coordination included the development of

the Nova Scotia Cooperative Acquisition Strategy in the 1990s, which ensures each

archives collects and acquires only those documents that fit their own institution's

published acquisition policies. (CNSA, *Cooperative Acquisition Strategy*, 2001). Even

today, this level of coordination between institutions is quite rare. Another major success

was the development of Archway, a federated database of archival descriptions from all

CNSA members. The development of Archway was made possible through coordinating

federal funding that otherwise would have gone to individual archives. P2 describes how

this coordination took place:

> We took an interesting approach, in that we basically needed a fair chunk of
> change in order to get that up and running, and even at that point, the provincial

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allocations were getting smaller and smaller. So what we did, was we went to the membership at the AGM, [and said] we basically need to access ALL the control holdings money to do this. So what we're asking you as a membership is to willingly forgo putting in individual institution applications, and we'll use our entire provincial pot for this overarching provincial project. And we got them to do that for two years in a row. (P2)

At the time, this type of coordination within a provincial council was very unusual, and the fact that it was successful is a testament to the willingness to work together to meet a common goal. Zorich, Waibel & Erway (2008) suggest that the collaboration occurs when a group of institutions achieve something that none of them could have achieved on its own, which is certainly the case with this project, even though it was spearheaded by a consolidated leadership of the group. Archway is currently going through a renewal process, which involves a completely new platform that will be more user-friendly for archives and the public, and will likely be rebranded as MemoryNS in the near future.

These examples are strong success stories for coordination and collaboration amongst Nova Scotia archives, but several of the professional respondents suggested that the next step must be for individual archives to coordinate and collaborate their individual efforts on a more local level. P3 mentioned that community rivalries were still a major barrier to collaboration amongst individual institutions. These community rivalries were apparent in the interviews with the three smallest community archives in the study, and it was evident that these rifts could take years to heal. A3 was currently dealing with the aftermath of nasty community squabbling that is hampering their ability to even think about a sustainable future. The Volunteer Archivist at A6 discussed her strategy for bridging these community divides:

The community rivalries existed very, very strongly here. A lot of these historical societies were very proprietary but they also had very little capacity. . . What we've done at [our society] is we've formed the Heritage Network and we basically created an ad hoc group that meets once or twice a year, all the historical societies would come together. We do all the legwork but to try to get everybody talking together . . . and we did that in order to show good will; that we're not out to shut somebody down and take over what they've got… And they're happy with it, but it took a lot of years to do that. (A6)

As a result of this preliminary contact, cooperation and coordination, it was much easier for these historical societies to begin discussing how they could collaborate on larger projects. In some cases, the Volunteer Archivist from A6 has been able to gain their trust and have acquired their holdings in order for these documents to be held in a climate controlled preservation environment. She acknowledged that certain groups are not yet ready to trust A6's motives at this point, but the foundation for future collaboration and convergence has been laid.

We have discussed the major financial challenges facing many small community archives and museums, many of which concern the costs of maintaining and running physical facilities. The most extreme example of this situation was A3, where records and artifacts had to be discarded after being stored in unheated space for three years, but most of the smaller community archives in the study expressed some concerns about the increasing costs of maintaining aging facilities. In her work with the province, P1 tried to encourage cash-strapped archives to collaborate more with neighbouring community institutions, and was fairly blunt about her personal opinion about the need for collaboration and convergence: "We don't need three archives within 25 km of each other!" P1 was very aware of the financial and community challenges facing small archives, and felt that the

best way to move forward into the future was to pool their resources so they wouldn't be fighting over the same dwindling reserves of aging volunteers and scarce government funding. P1 felt that greater professionalism was very important for the sustainability of small community archives, and that this could be achieved through a collaborative effort to pay a professional archivist or administrator who would spend a few days a week at each site. Although she admired the work of dedicated volunteers, she realized that in order to move forward, heritage organizations needed to invest in higher standards, which included being able to pay a professional a good wage that would entice them to make a long-term sustainable commitment to a community, "and the only way people are going to get money to do that is to work together." (P1)

P3 suggested that this type of collaboration was more common in the larger towns and cities in the province, likely due to the close proximity of institutions. She was also concerned with the precarious existence of many rural archives and mentioned that in years past, the Council had spoken informally about the possibility of developing more formal opportunities for convergence:

> About ten or fifteen years ago there was some interest expressed in developing Nodes of Excellence, so that on a regional basis you would have a good archive, or an archives within a strong museum, and they would lead and mentor and collaborate with weaker ones in their satellite area. It was kind of discarded at the time because it does smack of elitism… The idea kind of died but I expect it's coming back because of tough financial times and the need to band together. So there may be natural leaders emerge that other organizations will be amenable to working with. That may just be a natural process. We'll stand back and watch and see. (P3)

To some extent, some archives are already known as regional leaders. A5 has developed very good relationships with public and archival communities in their region, and it is clear they have the capacity, and are willing to help others in their region who are struggling. The Archival Manager at A5 was aware of museums and archives in their region who were closing down due to a lack of volunteers and funding, and would like better provincial strategies for helping these institutions close down more effectively.

5.6.2 Coordination, Collaboration and Convergence with Museums and Libraries

The literature review in Section 2.2.2 has revealed that collaboration between libraries, archives, and museums is becoming more common around the world. Nova Scotia is no exception, although many institutions are still cautious about the perceived levels of investment and risk that this type of collaboration would entail. 11 out of the 18 questionnaire respondents reported that they collaborate with community organizations like libraries, museums, historical societies, religious and ethno-cultural associations, and arts and culture groups. While interview informants were not specifically asked about collaboration with these types of institutions, it was clear that museums and historical societies were seen as the greatest opportunity for collaboration, especially for A2, A3, A6, A7 and A8, which were closely associated with these institutions. In some cases, such as A3 and A7, the archives and museum were fully converged, and shared administration. A2, A6 and A8 were very closely associated, but still retained their own governance structure.

However, apart from this association with their museum partners, there was little evidence of collaboration with other community organizations like libraries or non-associated museums. Libraries in particular would be natural partners for collaboration for small community archives, since they are public spaces where community outreach and public education is part of regular programming. Wilson (2012) has emphasized that "for many of the disadvantaged in our society, the public library is frequently the most welcoming place to begin a search. Archives should ensure that the reference staff in local libraries are valued partners" (p. 242). At the very least, the low-risk efforts of making contact with local libraries and possibly cooperating with them to build a local history collection would be a good place for these relationships to begin.

P2 is very well acquainted with both the museum and archives communities in Nova Scotia, and suggested that a joint understanding of each other's professional standards would be an important first step for further collaboration to occur. She is aware of the innovative collaborations amongst LAMs in Europe and the US, and has noticed a trend among libraries, archives and museum in Nova Scotia tend to respond directly to their communities rather than coordinate a response with other partners. In particular, she mentioned an example of an initiative spearheaded by a regional library that is actively going out and collecting materials from community sources, including archives:

> Their idea is that it becomes a provincial repository for information, but where is that tying into what Halifax Library system is doing, and the provincial library system, and [the museum association]? So we need to be cognizant about things so we're not duplicating effort from the library perspective. I think that there are conversations that if we start having a provincial conference, then we can have these conversations in a much more collegiate way. Let's all sit down together

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and figure out how to bring this about, because there are definite leadings of who's doing what. (P2)

To this end, P2 has been in talks with the CNSA, ANSM, and the Halifax public library system to see if there might be a possibility for a joint conference in 2015. P2 sees many opportunities for future coordination and collaboration in the future due to the overlapping activities of libraries, museums and archives in Nova Scotia:

> Because what we see is, libraries are heading a lot more into online information access, so they are scanning historic documents, photographs, putting up online community resources, getting more and more involved in genealogical research. So they're starting to head into areas more traditionally covered by archival collections. We also see that there are museums with archival collections within them. And there are archives that have museum objects – the provincial archives has the Duke of Wellington's boots! (P2)

Although a joint conference between archives, libraries and museums in Nova Scotia would not necessarily imply a future convergence of these institutions, it does suggest that in the future there will be more opportunities for organizations that are willing to coordinate and collaborate with their LAM partners. The Collaboration Continuum model suggests that with added investment and risk come increased benefits. P2, the provincial employee, suggested that this might be true when applying for grants; applications for provincial funding that involve collaboration and partnership typically receive a higher score than those that come from an individual institution.

A5 is emerging as a leader in the province as a proponent of inter-institutional collaboration. They have recently completed an ambitious collaborative project with a regional library and a federal museum in their area, and was able to come up with a product that none of them would have been able to accomplish on their own. Each partner

in this project brought special skills and strengths, but the Archival Manager at A5 learned that archives can exploit their digital expertise in projects with libraries and museums. A5 was able to use their proficiency with digitization and collections management to bring together items from each of the participation organization's collections. Although she was very proud of the project as a whole, the Archival Manager at A5 was clear that the decision to collaborate with these partners was a strategic decision. She felt that this project could serve as a demonstration on how archives, museums and libraries could work together for the rest of the province:

> When the department of Communities, Culture and Heritage was formed, simply by having the division of archives, libraries and museums come together, I personally thought [our project] was the right timing. I felt it could be a demonstration project for how archives, libraries and museums could work together… I think that is what made the project successful in view of the review of the grant, that it was working with partners, that it aligned with the department's new structure, and that there was a larger national base celebration for it to align with. (A5)

The scale of this particular project is likely beyond the capabilities of most institutions in the province, but smaller community archives can nevertheless learn from the approach that A5 has taken to increase their own capacity to bring value to inter-institutional projects. The first step is making contact with other organizations to discuss areas of common interest and complementary skills, and to look for events that might provide a good impetus for collaboration. 2014 marks the 100th anniversary of the beginning of the Great War, and it is likely that commemorative events will be planned throughout the country over the next four years, including the 150th anniversary of Confederation in 2017. As Timothy Erickson (1990) appropriately noted, "No human being is able to resist

celebrating an anniversary divisible by twenty-five", and archivists should take advantage of these commemorative events to promote themselves.(p. 119). P2 agreed, and suggested that commemorative anniversaries were good opportunities for archival groups to contact arts organizations and libraries to coordinate and collaborate an exhibit or activity that would benefit all participating members.

5.7 NOVA SCOTIA COMMUNITY ARCHIVES - MOVING FORWARD

This discussion of community archives in Nova Scotia has suggested that there will be many challenges in the years ahead if sustainability cannot be achieved. Some institutions will continue to thrive through the ingenuity and leadership of their archivists and support of their communities; but some institutions around the province will likely close due to diminishing capacity of their communities to support them. Several of the interview informants in this study suggested that their archives' ability to stay open will be in jeopardy if they don't receive an increase in funding, or if they can't diversify their avenues of community support. Several of the professional informants also noted that creating succession plan guidelines for organizations that are struggling and can no longer afford to stay open is a priority for the near future. P2 noted that many small community museums were unsustainable from their beginnings:

> I always make the joke that it's the dying act of a community – we're about to disappear, there are only five of us left – let's establish a museum to say that we were here! …Someone gives them a molding old church or school, or house, or store, and then they put a bunch of stuff in it. And then when they're older, and they're exhausted, it's like, "we can't close it down!" It's just heartbreaking. And this is going on across the country. (P2)

However, P2 was also adamant that outside funding bodies or provincial councils didn't

necessarily have the authority to determine whether an organization should close or not.

Even if it appears that a community museum or archives is struggling, she suggested that

it was entirely within the realm of possibility to turn around these situations by becoming

more accountable to their communities. As we have seen in the discussion, the

personality at the helm of these institutions plays a huge part in its success, and it could

be possible that a change in leadership style could have a beneficial effect for struggling

institutions. The Archival Manager at A5 was more prosaic, and wants to see the

provincial councils and associations begin discussions about how to help struggling

organizations close down with dignity:

> I'm not so sure about the continuing capacity of a number of our small
> communities to support multiple cultural institutions and heritage institutions.
> …We've had museums now not open last summer because there simply isn't that
> core group of individuals to be there on a daily basis and unlock the doors, and
> even write up the student grant application…What is the succession plan for the
> orderly closeout of a community museum that cannot meet its yearly obligations
> to opening anymore? And when I say community museum, they usually hold
> archival material as well. (A5)

This attitude was echoed by the Archivist at A7, who realized that her voluntary

commitments to another small community museums would likely not be able to sustain it

for much longer. She simply hoped for a place to take their accumulated artifacts, and "a

way to close up properly".

Despite these unfortunate realities, community archives in Nova Scotia have much going

for them, particularly if strategic decisions are made about where to put their energies in

the future. We have seen that some archives excel at grass-roots community outreach,

and some have good genealogy tourism potential, while others can spread awareness of

their collections through ambitious digitization programs. P1 suggested that these were

all legitimate directions for archives to take, but that it was in their best interests to think

very carefully about how to proceed in these uncertain times:

> Where do you focus? What emerging trend do you chase? Is it that you have a
> huge backlog and you don't even know what's back there because there could be
> great treasures that could help to further your genealogy endeavors, or do you put
> more effort into getting people to know you exist, and showing things online, and
> digitize your photos because that's a source of revenue? Or do you throw it all out
> there in becoming a specialized tourist destination? (P1)

The future sustainability of community archives in Nova Scotia will likely involve

greater exploration of these questions.

CHAPTER 6 – CONCLUSION

6.1 Factors that Increase Sustainability in Community Archives in Nova Scotia

The interviews with archivists, archival managers, volunteers, and professionals show that there is a wide number of factors that influence the sustainability of small community archives in Nova Scotia. However, the four strongest indicators of success, in order of importance are: diversified and stable funding; active support of social community; strong leadership with vision; close ties with professional communities.

Figure 11: The Factors that Increase Sustainability in Community Archives In Nova Scotia
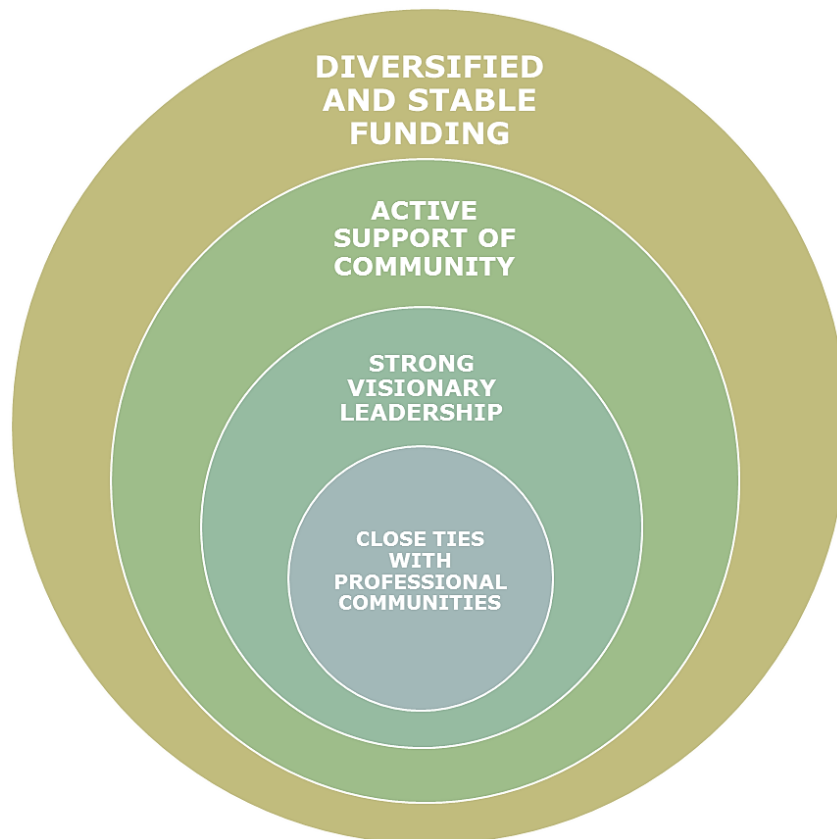
As we have seen in the discussion chapter, these factors are closely knit and work interdependently. It is perhaps overly obvious to conclude that stable funding is a factor that increases sustainability in community archives; as we have seen, the organizations in this study that appeared the most sustainable were also the ones lucky to receive stable funding through their parent organizations. However, diversification is key to truly sustainable funding.   The most robust organizations in this study received funding from many sources, including their parent organizations, their communities, and a wide variety of federal, provincial and municipal grants. While greater government support is definitely needed, the sudden loss of the NADP several years ago and the inconsistencies of CMAP funding in Nova Scotia serve as reminders that government grants should only be depended on to supplement stable funding, and not become the primary source of funding.

The other three factors represent the ways that archives can stabilize and diversify their funding. Active support by social communities through fundraising and volunteer work-in-kind donations been shown to be an important component of sustainable funding for most organizations. Community archives with strong leadership by a committed individual or strong board of directors also experience stronger sustainability through their ability to plan and strategize new sources of revenue and funding sources, as well as developing new ways to bring value to their communities. Finally, close ties with professional communities such as the CNSA and other professional associations, (including library and museum associations) provide links to potential partners for future collaboration. While not extensively understood as a method of sustainability, the most

robust archives in this study have been able to capitalize on their relationships with other archives, museums, and libraries to have access to a greater variety of funding programs.

Of course, the support of social and professional communities goes beyond mere financial support. We have seen that archives can be a leading force in the creation of cohesive communities through outreach to schools and as a positive reminder of past resilience, despite the current economic times. Support through professional communities also provides opportunities for professional development that helps to ensure archival institutions of varying professional capabilities remain relevant and able to capitalize on their own strengths.

These findings reflect some of the same sustainability factors identified by Joanna Newman in her 2011 study of New Zealand community archives, but there are some key differences in the Nova Scotia study sample. Newman's study (2011) focused on three general categories: organizational characteristics, which included factors like governance, funding, collaboration and dynamism; robustness of archival capabilities, which include professionalism and preservation infrastructure; and levels of community engagement. This study suggests how sustainability may depend on the strength of the relationships between archives and their communities as much as it does on stable funding. A5 is a good example of this: although this institution is undeniably the most sustainable archives in this study, their own future was in jeopardy due to university budget cuts several years ago until their social and professional communities rallied on their behalf. This anecdote underscores the power of community.

Table 4: Discussion of Factors that Influence Sustainability of Community Archives in Nova Scotia

Factor	Unlikely to be sustainable	Potential for sustainability	Sustainable
Funding	• No core funding • Heavy dependence on specific government grants	• Support through wide variety of archival, culture and heritage based grants • Financial support of community	• Stable core funding from parent organization • Support through wide variety of archival, culture and heritage based grants • Financial support of community • Ability to support a paid archivist
Community	• Passive relationship with community • In-fighting or fractured community • No outreach to replace aging volunteer workforce • Unwillingness to include all members of community, or "unsavory" aspects of community history	• Active group of dedicated volunteers • Participation sought from community • Attempt to remain relevant to all elements of community	• Active group of dedicated community partners • Participation and input sought from community • Sustained outreach to disenfranchised members of community • Shared archival custody of community collections
Leadership	• No clear direction for the future • Ill-defined mission and goals • No awareness of need to keep evolving to meet needs of community	• Clear understanding of archival mandate • Balances archival processing priorities with meaningful outreach to community	• Active pursuit of community collections that could meet archives mandate • Development of strategies to build capacity of archives over time • Paid archivist or archival manager
Professional Communities	• Does not take advantage of CNSA professional development and other supports • Does not coordinate activities with other community organizations	• Well trained staff and volunteers • Relationships with community organizations • Participates in PD opportunities through the CNSA and other associations	• Professionally trained staff • Collaborative relationships with Archives, Libraries and Museums • Provides guidance and support to smaller institutions

An unexpected but important finding in this study was that maintaining relationships with professional communities appeared to have greater impact on an institution's sustainability than the actual level of professionalism in the preservation facilities and robustness of archival capabilities exhibited by an institution, as Newman's study suggested. This could be explained by the strong guidance of the CNSA in Nova Scotia, which has developed policies and strategies to ensure all member archives maintain basic levels of professionalism. Although archival capabilities vary a great deal in Nova Scotia and several archives in this study still encounter substantial challenges with maintaining preservation facilities, institutional membership with the CNSA ensures several base standards:

- all institutional member archives develop a mission statement with a clear collection mandate
- all institutional members are contributing members of Archway, the provincially maintained archival database, which provides the framework for public digital access to archival content
- all general and institutional members have access to affordable and accessible professional development opportunities offered at a variety of locations across the province
- all general and institutional members have access to discounted archival preservation supplies

While these levels of organizational support are quite modest, they provide an important minimum standard that seemed to be missing in Newman's New Zealand study.

6.2   NEW ROLES FOR COMMUNITY ARCHIVES IN NOVA SCOTIA

This study has shown that there are many opportunities for community archives in Nova Scotia to thrive under more sustainable circumstances. Community archives can and should play different roles in the future, but funding programs must evolve to encourage this potential. This study indicates that some community archives can perform functions within their communities that surpass their role of records custodians. The next section will briefly discuss some of the possible roles that archives could play in their communities, and suggest specific modes of support that could be developed to meet distinct objectives.

6.2.1 Community Heritage Hub

Some of the most vibrant and seemingly sustainable archives in this study placed the least amount of emphasis on professional capabilities in their interview, and instead focused on their efforts meeting various needs of their communities. I call this model a "community heritage hub", which encourages visitors and community members to engage in historical research, but also to participate in other traditional events and activities. These types of archives were most likely associated with a community museum.

It was initially puzzling that levels of archival professionalism didn't seem to directly correspond to the sustainability of archives in this study. In the case of A2, upgrading their facilities to professional levels actually had a negative impact on their sustainability, due to the cancellation of expected increases in provincial funding. However, archives

like A8 proved that a very strong emphasis on outreach and community service could in some ways make up for a lack of professional capabilities by providing a different type of service to their community.

Although this type of archives can be very good at soliciting financial support from their communities, the dependence of volunteer work to carry out archival duties means that these institutions are inherently unsustainable. Future research on funding models for these types of community heritage hubs is necessary to determine how to best support these important institutions. Possibilities may include incorporating sustainable funding within the CMAP model for archival activities and infrastructure within community museum archives, or creating a completely new model that capitalizes on the heritage hub as an institution distinct from traditional concepts of archives, museums, or libraries which is more integrated with rural economic development and tourism strategies.

6.2.2 Professionally Run Community Archives

This study suggests that dependable and diversified funding is necessary for sustainable archival work. Stable funding gives professional archivists and archival managers the ability to focus on strategic long-term planning for their organizations, which in turn allows them to nurture relationships with other professional partners with whom they can collaborate on ambitious projects. The three archives in this study with dependable institutional funding, A1, A4 and A5, are great examples of professional run community archives, although their archival mandates are very different in scope. It is possible that A6, currently run by a Volunteer Archivist, could become an important regional archives as well due to the strong and visionary leadership at the organization's historical society,

but this will be difficult to accomplish for this institution and others like it without the same type of sustained funding that could pay for a professional staff archivist.

Future research for developing the professional archival capabilities of archives could investigate the role of accreditation programs to determine which archives might be most deserving of additional funding. Although no provincial or federal accreditation program currently exists in Canada, the United Kingdom has developed accreditation standards for professional archives, which are funded differently than community archives, partly due to the perceived difference in professional standards (The National Archives; Community Archives Heritage Group). The International Council of Archives has also recently released a report that details accreditation and certification programs around the world (Section of Professional Associations, February 2014). The CNSA's two levels of membership provides some distinction between the levels of professionalism in archives, but these standards are not strictly enforced.

6.2.3 Regional Centers of Excellence

Another opportunity for further research is investigating the idea of developing "Regional Centers of Excellence", an idea mentioned by professional informant P3. Dedicated funding for regional centers could allow strong archives to become regional depositories for historical documents and records currently held in less than optimum conditions in their region. These centers could be associated with university archives or other strong institutions around the province. This model was suggested by Stevens & Flinn (2010) as a way to support less professionally robust community archives: community members can provide context and suggest appropriate arrangement of records, but larger and more

professional institutions provide archival description, preservation and storage services. This is already happening to a certain extent within some university archives, including A5, but the development of a specific funding program for this type of shared custody could help ensure that an unfair burden is not being placed on the stronger organizations.

6.2.4 Institutional Archives

As we have seen with the one religious archives in our study, sustainability through the support of a specific religious community can help support ambitious work. In order to enhance their sustainability, it will be important for these institutions to look beyond their well-defined communities for outreach opportunities. These organizations may have the opportunity to monetize digital access to their records, which would also enhance their sustainability. Several of the questionnaire respondents working at religious archives suggested church leadership that decisions regarding outreach were made by the religious organizations, and was out of their control. As institutions that primarily serve an internal constituency, these decisions must inevitably come from within.

6.3 THE FUTURE FOR COMMUNITY ARCHIVES IN NOVA SCOTIA

Since commencing this project, the new provincial Liberal government in Nova Scotia has begun making changes that will likely affect community archives, although exactly how is yet unknown. Communities, Cultures and Heritage (CCH) has recently released their *2014-2015 Statement of Mandate* which suggests a modest increase in support for archives, museums and libraries (p. 16). The new mandate emphasizes initiatives relating to education, diversity and sustainability, and suggests strategic actions such as developing curricula with archival material, supporting efforts to collect and record

Mi'kmaq and African Nova Scotian history, and developing a product line of heritage-based souvenirs in conjunction with the Nova Scotia Archives. These appear to be very positive developments, although one noteworthy change that wasn't mentioned in the Statement of Mandate is that it appears that the *Routes to your Roots* genealogical tourism program has been cancelled. At the time of writing this conclusion, links to this webpage which used to direct visitors to archives around the province now end in error. It appears that the provincial archives may take on a leadership role with genealogy tourism in the future, but it is unknown if there will be any provincial attempt to promote community archives for this purpose as well.

Although archives in Nova Scotia have traditionally been well supported by the province, it is important that the archival community continue to pressure current government to maintain and strengthen current levels of funding. In February 2014 the government-commissioned *Report of the Nova Scotia Commission on Building Our New Economy* was released. The report predicts a disastrous future for Nova Scotia if the current economic and demographic trends are not reversed through active measures by all the stakeholders including government, business, educators, communities and voluntary sector organizations (p. vii). Almost to underscore this dire message, the mayor and councilors of Springhill, a prominent town of 3800 with a long and painful history of coal mining disasters, recently voted to dissolve their town and amalgamate with their county, something that Taber (March 15, 2014) suggests is "just the first of many struggling communities" that will choose this option in the near future.

Exactly how community heritage initiatives will evolve in these rural areas is uncertain. Flinn (2011) has suggested that traumatic change that results from rapid migration shifts and destruction of traditional occupations can actually spark interest in community archive activity, and that "community histories and archival activity might be not only nostalgic and backward looking but also might help the community to understand the reasons for the change and help it to mold the present" (p. 153). While this sentiment is encouraging, community archives will likely need to prove their value in these uncertain times. This study has explored some of the ways that community history can continue to play an important part in the lives of Nova Scotians, but future research must be done that clearly demonstrates the value of these institutions if future support is to be solicited.

6.4 THE FUTURE OF COMMUNITY ARCHIVES WITHIN THE CANADIAN ARCHIVAL SYSTEM

While the original dream of Total Archives is now firmly in the past, community archives still maintain an important link between the lives of ordinary Canadians and the historical record that cannot be found within government and corporate records. In order to build public awareness of the important work of archives, the sympathies and energies of ordinary Canadians must be harnessed. Recent discussions at the 2014 Canadian Archival Summit made it clear that transformative change is necessary for the continued relevance of archives and archival skills in the 21st century. This event offered an opportunity for archivists around the country to discuss the most pressing issues facing every sector of archives in Canada, and to brainstorm about the best ways to remain relevant to the rapidly changing records environment and to the needs of the Canadian people. Many of

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the discussions held echoes of previous debates about what the primary focus of Canadian archives should be: efficient management of government records in the Schellenberg tradition is becoming more difficult in the digital era, and closer attention to archives as the final stage of records management is becoming more important, and much more expensive. As a result, fewer public archives seem to have the luxury of continuing to collect records of private citizens. Access to records has also beginning to be understood as an issue of digitization above all else, which presents immense funding challenges for most archives. In this environment, where can community archives continue to make an impact and contribute to the Canadian Archival system?

Another strong theme throughout the day was the need for archivists to respond to the changing environment through outreach and collaborative partnerships, which included P3 partnerships, partnerships with genealogy and historical society associations, and public libraries. Outreach does seem to be at the centre of these initiatives, and it was expressed that the value of archives also needs to be demonstrated directly to the Canadian people. It is in this realm that small community archives across the country may continue to play a role within a larger archival system. Community archives may be the Canadian Archival System's best opportunity to reach Canadians where they live through sustained public outreach, and through informal and formal collaborations with library and museum partners. This may be difficult to achieve, since we have seen the broad range of professional standards in these institutions, but modest federal support for these institutions to expand their outreach activities may be a sensible investment in the archival system as a whole.

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APPENDIX A: INTERVIEW QUESTIONS FOR ARCHIVIST/MANAGERS OF COMMUNITY ARCHIVAL COLLECTIONS

1. What are the challenges and opportunities facing your archives? Let's begin with the challenges.

2. Could you tell me a little about the structure of your organization? Are you officially connected with any other organizations? What are the challenges and opportunities of working with this organization?

3. Archives have a wide range of funding. Could you explain your funding? What is your annual budget? How many paid staff does this budget support?

4. Can we discuss your own archival training? Have you taken any of the regional training courses offered by the CNSA? Has your training made you confident about your ability to appraise, arrange, preserve and describe your collections? Where do you look for assistance or information for performing these functions?

5. Who do you see as the principal users of your archives? Do you foresee a need to reach out to other user groups?

6. How would you describe your archives' relationship to your broader community? What is your perception of the value of the archives to your local community? Have you taken other courses related to community development?

7. How do community volunteers help with your financial sustainability? Do you have any volunteers who may be interested in answering these questions? May I have your permission to invite them to take part in a similar interview?

8. What are your hopes for your archives in the next 5 to10 years? In an ideal world, what would you like to see for your organization? What would help you achieve those goals?

APPENDIX B: ONLINE QUESTIONNAIRE FOR ARCHIVIST/MANAGERS OF COMMUNITY ARCHIVAL COLLECTIONS

Thank you for agreeing to participate in this questionnaire. Please answer as many of the questions as possible.

1. Is your archives a General or Institutional member of the Council of Nova Scotia Archives?

☐ General Member

☐ Institutional Member

☐ Other

2. Please choose the category that best describes your archives.

☐ Educational Institution

☐ Municipal/local government

☐ Business/Corporate

☐ Museum/Archives/Historical Society

☐ Church/Religious Organization

☐ Genealogical centre

☐ Thematic

3. Please provide or estimate a breakdown in your funding between those provided by a sponsoring body (if any) and those obtained from other sources:

____% - Received from sponsoring organization
____% - Obtained from federal or provincial grants
____% - Obtained through community fundraising efforts
____% - Obtained from other sources

4. What services do you provide at your archives?
(Please use text box below to describe services not listed in the checklist)

	Free	Fee-Based
Genealogy		
Historical Research		
Photographic Reproduction		
Photocopying		
Audiovisual Reproduction		
Other (please describe below)		

5. Do you promote your archives to users?

☐Yes

☐ No

6. If yes, how do you promote your archives? (Please check as many that apply)

☐ Social Media (Facebook, Twitter, Blog)

☐ Routes to your Roots Program

☐ Website

☐ Newsletters

☐ Community Posters

☐ Word of Mouth

☐ Other: Please describe in box below

7. Does your organization depend on volunteers who assist with the work of the archives?

☐ Yes

☐ No

8. If yes, what sort of functions do volunteers perform at your archives? (Please check as many that apply):

☐ Appraising documents

☐ Archival arrangement

☐ Digitization/Scanning

☐ RAD compliant description

☐ Community outreach

☐ Genealogy research

☐ Public reference services

☐ Fundraising

☐ Other

9. Have you collaborated with other organizations, societies or institutions on a community heritage project within the last five years?

☐Yes

☐ No

10. Which of the following organizations or institutions have you worked with to promote your community's heritage?
Optional: Please describe the project in the box below.

☐ Community museum

☐ Local library

☐ Historical society

☐ Religious organization

☐ Ethnocultural association

☐ Arts and Culture groups

☐ Other

11. Thank you for your participation. Please use the box below to discuss anything else you wish to share concerning the challenges or opportunities of engaging your community with its history.

APPENDIX C: INTERVIEW QUESTIONS FOR COMMUNITY ARCHIVES VOLUNTEERS

1. Let's start with the basics. How long have you volunteered at [name of archives]? How many hours a month do you work there?

2. What are the things you usually do when you volunteer at the archives?

3. Have you ever taken any professional development courses or training connected to the work that you do at the archives? If no, would you like to? If yes, what type of training have you taken?

4. Why do you volunteer at the archives? Do you feel a personal connection to the work that you do here?

5. Is the archives important to your community? If no, should it be? And why? If yes, how is it important?

APPENDIX D: INVITATION TO ARCHIVISTS/ARCHIVAL MANAGERS TO PARTICIPATE IN INTERVIEW (EMAIL)

My name is Alison Froese-Stoddard, and I am a thesis student in the Master of Library and Information Studies program at Dalhousie University. I am inviting you to take part in a research study entitled "Fostering community cohesion: Factors that impact the sustainability of community archival collections in Nova Scotia". This study will investigate the role of community participation in the sustainability of small community archives in Nova Scotia. Your input is valuable and my study would greatly benefit from your opinions, experience, and knowledge.

Recent federal cuts to archival programs have had a devastating impact on the sustainability of archives across the country. Small community archives are among the hardest hit by these cutbacks, but they also have a unique capability to draw on the strengths of their communities to continue to provide services, and in turn, foster community cohesion.

 I hope that you will indirectly benefit from this study by having the opportunity to articulate and discuss the strengths and challenges of your organization's relationship to your community. An awareness of the opportunities for community outreach and collaboration may assist your organization in planning for the future.

 Participation in this study is voluntary, and you may choose to withdraw from the study at any time. If you choose to participate, you will be asked to take part in an interview that will last approximately 45 minutes. The interview involves questions about your archive's position within your organization's overall structure, archival practices, your engagement of community volunteers, and other outreach strategies. The interview will be conducted by me [in person or by telephone] at a time that is most convenient for you. The interviews will be digitally recorded, with your permission.

 The complete time commitment required will be approximately an hour and fifteen minutes: 20 minutes for correspondence and making arrangements for an interview, 5 minutes to review the consent form, 45 minutes to participate in the interview, and 5 minutes to pass along written invitations to archival volunteers. The design and administration of this interview follows the policies and procedures of the Social Sciences and Humanities Human Research Ethics Board of Dalhousie University.

 If you have questions about the interview or the study, please contact me at 902-579-3151 or afs@dal.ca or my thesis supervisor, Dr. Fiona Black, at fiona.black@dal.ca.

 Thank you for your time,

Alison Froese-Stoddard

MLIS Candidate, 2014,

Dalhousie University

APPENDIX E: INVITATION TO ARCHIVISTS/ARCHIVAL MANAGERS TO PARTICIPATE IN ONLINE QUESTIONNAIRE (EMAIL)

My name is Alison Froese-Stoddard, and I am a thesis student in the Master of Library and Information Studies program at Dalhousie University. I am inviting your organization to take part in a research study entitled "Fostering community cohesion: Factors that impact the sustainability of community archival collections in Nova Scotia".

I am conducting this study to investigate the role of community participation in the sustainability of small community archives in Nova Scotia. Recent federal cuts to archival programs have had a devastating impact on the sustainability of archives across the country. Small community archives are among the hardest hit by these cutbacks, but they also have a unique capability to draw on the strengths of their communities to continue to provide services, and in turn, foster community cohesion.

You may participate if you consider yourself a community archivist or if you are in charge of managing archival records for a religious, socio-cultural, or geographic community organization. Only one response per organization is required.

I hope that you will indirectly benefit from this study by having the opportunity to articulate and discuss the strengths and challenges of your organization's relationship to your community. An awareness of the opportunities for community outreach and collaboration may assist your organization in planning for the future.

If you choose to participate, following the link below will provide you with more information about the study, and will lead to an online questionnaire consisting of 11 questions. The questionnaire will take no more than 20 minutes to complete. The survey will remain open until February 1, 2014.

Link to survey: [link to first page/consent form of online questionnaire – Appendix H]

The design and administration of this questionnaire follows the policies and procedures of the Social Sciences and Humanities Human Research Ethics Board of Dalhousie University. Your questionnaire responses are anonymous, and are stored on secure Dalhousie University servers using Opinio software. If you have questions about the interview or the study please contact me, at 902-579-3151 or afs@dal.ca, or my thesis supervisor Dr. Fiona Black, at fiona.black@dal.ca.

Thank you for your consideration,

Alison Froese-Stoddard

Master of Library and Information Studies Candidate

Dalhousie University
Email: afs@dal.ca

APPENDIX F: INVITATION FOR RECOMMENDED COMMUNITY VOLUNTEERS TO PARTICIPATE IN INTERVIEW (EMAIL)

Dear Mr./Ms. [Surname of recommended volunteer],

My name is Alison Froese-Stoddard, and I am a thesis student in the Master of Library and Information Studies program at Dalhousie University. I am inviting you to take part in a research study entitled "Fostering community cohesion: Factors that impact the sustainability of community archival collections in Nova Scotia". I am studying the role of community participation in the sustainability of small community archives in Nova Scotia, and [Name of Archivist or Archival manager] has recommended that I invite you to participate in your study. As a treasured volunteer, your input is valuable and my study would greatly benefit from your opinions, experience, and knowledge.

Small archives are essential for understanding the history of communities. They are often left behind when it comes to funding, but they often pull through with the support of community members with a vested interest in keeping their own history alive. We hope that you will indirectly benefit from this study by having the opportunity to talk about the strengths and challenges of your organization's relationship to your community.

Participation in this study is voluntary, and you may choose to withdraw from the study at any time. [Name of Archivist or Archival manager] will not be aware whether or not you choose to participate in the interview. If you choose to participate, you will be asked to take part in an interview that will last approximately 25 minutes. The interview involves questions about your role within the organization and your motivations for offering your time as a volunteer. I will conduct the interview [in person or by telephone] at a time that is most convenient for you. The interviews will be digitally recorded, with your permission.

The complete time commitment required to participate in this project will be approximately 45 minutes: 10 minutes to read and respond to this written invitation, 5 minutes to arrange meeting time and place, 5 minutes to review the consent form, and 25 minutes for the interview. The design and administration of this interview follows the policies and procedures of the Social Sciences and Humanities Human Research Ethics Board of Dalhousie University.

If you would like to know more about this study, or if you would be willing to participate, I'd love to hear from you. Please contact me at afs@dal.ca or my thesis supervisor, Dr. Fiona Black, at fiona.black@dal.ca

Thank you,

Alison Froese-Stoddard

MLIS Candidate, 2014

Dalhousie University

APPENDIX G: CONSENT FORM FOR INTERVIEW PARTICIPANTS IN THE ARCHIVAL MANAGERS GROUP

CONSENT FORM FOR INTERVIEW PARTICIPANTS

Fostering community cohesion: Factors that impact the sustainability of community archival collections in Nova Scotia

I invite you to take part in a research study conducted by Alison Froese-Stoddard, a MLIS student at the School of Information Management, Dalhousie University. Your participation in this study is voluntary and you may withdraw from the study at any time. The study is described below.

Purpose of the Study

Recent federal cuts to archival programs have had a devastating impact on the sustainability of archives across the country. Small community archives are among the hardest hit by these cutbacks, but they also have a unique capability to draw on the strengths of their communities to continue to provide meaningful services. I am conducting this study to investigate the role of community participation in the sustainability of small community archives in Nova Scotia.

Study Design

This study will be conducted in two stages. You are invited to participate in the first stage of the study, which consists of a 45 minute interview that explores strategies you may use to develop funding opportunities, professional collaboration, or community mobilization

Who Can Participate in the Study

You may participate in the first phase of this study if you fall within either of the following groups:

- An archivist in charge of maintaining or developing an archives for a religious, socio-cultural, or geographic community

- if a primary part of your job description is to manage the archival records for a religious, socio-cultural, or geographic community organization

Who Will Be Conducting the Research

Alison Froese-Stoddard, MLIS candidate, will conduct the research.

What you will be asked to do

You will be asked to take part in an interview that will last approximately 45 minutes. The interview involves questions about the challenges and opportunities facing your archives, your opportunities for professional development, and the levels of community involvement in achieving your goals. The interview may be conducted in person or by telephone. The interviews will be digitally recorded, with your permission. In all cases, paper-based notes will be taken by the interviewer. The complete time commitment required will be approximately an hour and fifteen minutes: 20 minutes for correspondence and making arrangements for an interview, 5 minutes to review the consent form, 45 minutes to participate in the interview, and 5 minutes to pass along written invitations to archival volunteers.

Possible Risks and Discomforts

The minimal risks that are associated with this study include the possible discomfort in sharing organizational policies, procedures, and practices with an outside researcher.

Possible Benefits

Participating in this study will not benefit you directly. We hope that you will indirectly benefit from this study by learning about strategies regarding funding, professional collaboration, or community mobilization that may be transferable to your own institution.

Compensation / Reimbursement

You will not be compensated for your participation in this study. You should not incur any expenses by participating.

Confidentiality & Anonymity

The design and administration of this interview follows the policies and procedures of the Social Sciences and Humanities Human Research Ethics Board of Dalhousie University. Your interview responses will be accessible only to Alison Froese-Stoddard. You will not be identified in any reports or publications resulting from the research. Pseudonyms will be used for any direct quotations, and the latter will not identify you or your archives. Data will generally be discussed in aggregate terms; however, it is possible that direct, unattributed quotations will be used in publications related to this research. Data will be stored in a secure location, and will be destroyed upon completion of the study.

Questions

If you have questions about the interview or the study, please contact me at 902-579-3151 or afs@dal.ca or my thesis supervisor, Dr. Fiona Black, at fiona.black@dal.ca.

A copy of this consent form will be provided for your records.

If you have any difficulties with, or wish to voice concern about, any aspect of your participation in this study, you may contact Catherine Connors, Director, Research Ethics, Dalhousie University at (902) 494-1462 (you may call collect), ethics@dal.ca

Fostering community cohesion: Factors that impact the sustainability of community archival collections in Nova Scotia

I have read the explanation about this study. I have been given the opportunity to discuss it and my questions have been answered to my satisfaction. I hereby consent to take part in this study. However, I realize that my participation is voluntary and that I am free to withdraw from the study at any time.

Name (please print): _____

Signature: _____

Date: _____

Signature of researcher: _____

Date: _____

I consent to be digitally recorded during this interview.

Signature: _____

Date: _____

I consent to anonymous quotations from my interview to be used in publications stemming from this research.

Signature: _____

Date: _____

APPENDIX H: CONSENT FORM FOR QUESTIONNAIRE PARTICIPANTS

CONSENT FORM FOR QUESTIONNAIRE PARTICIPANTS

I am inviting your organization to take part in a research study entitled "Fostering community cohesion: Factors that impact the sustainability of community archival collections in Nova Scotia". I am conducting this study to investigate the role of community participation in the sustainability of small community archives in Nova Scotia.

You may participate if you consider yourself a community archivist or if you are in charge of managing archival records for a religious, socio-cultural, or geographic community organization. Only one response per organization is required.

Participation in this study is voluntary, and you may choose to withdraw from the study at any time by closing your browser or using the Quit button at the bottom of each page. The design and administration of this questionnaire follows the policies and procedures of the Social Sciences and Humanities Human Research Ethics Board of Dalhousie University. Your questionnaire responses are anonymous, and are stored on secure Dalhousie University servers using Opinio software.

If you have questions about the questionnaire or the study please contact me, at 902-579-3151 or afs@dal.ca, or my thesis supervisor, Dr. Fiona Black, at fiona.black@dal.ca.

Please note: by continuing with the questionnaire, you indicate your consent to participate in this project. You may withdraw from the study at any time by closing your browser or using the Quit button at the bottom of each page.

APPENDIX I: CONSENT FORM FOR INTERVIEW PARTICIPANTS IN THE COMMUNITY VOLUNTEERS GROUP

CONSENT FORM FOR INTERVIEW PARTICIPANTS

Fostering community cohesion: Factors that impact the sustainability of community archival collections in Nova Scotia

I invite you to take part in a research study conducted by Alison Froese-Stoddard, a MLIS student at the School of Information Management, Dalhousie University. Your participation in this study is voluntary and you may withdraw from the study at any time. The study is described below.

Purpose of the Study

Recent federal cuts to archival programs have had a devastating impact on the sustainability of archives across the country. Small community archives are among the hardest hit by these cutbacks, but they also have a unique capability to draw on the strengths of their communities to continue to provide meaningful services. I am conducting this study to investigate the role of community participation in the sustainability of small community archives in Nova Scotia.

Study Design

This study will be conducted in three stages. You are invited to participate in the third stage of the study, which consists of a 25 minute interview that explores your role as a volunteer at your community archives.

Who Can Participate in the Study

You may participate in the first phase of this study if you fall within the following group:

A volunteer who works at an archives focusing on records of a specific religious, socio-cultural, or geographic community

Who Will be Conducting the Research

Alison Froese-Stoddard, MLIS candidate, will conduct the research.

What You Will be Asked to Do

You will be asked to take part in an interview that will last approximately 15 minutes. The interview involves questions about your volunteer duties, your training, and your motivations for volunteering at your community archives. The interview may be conducted in person or by telephone. The interviews will be digitally recorded, with your permission. In all cases, paper-based notes will be taken by the interviewer. The complete time commitment required to participate in this project will be approximately 45 minutes: 10 minutes to read and respond to this written invitation, 5 minutes to arrange meeting time and place, 5 minutes to review the consent form, and 25 minutes for the interview.

Possible Risks and Discomforts

The minimal risks that are associated with this study include the possible discomfort in sharing organizational policies, procedures, and practices with an outside researcher.

Possible Benefits

Participating in this study will not benefit you directly. We hope that you will indirectly benefit from this study by learning about how valuable your contributions are to your community archives.

Compensation / Reimbursement

You will not be compensated for your participation in this study. You should not incur any expenses by participating.

Confidentiality & Anonymity

The design and administration of this interview follows the policies and procedures of the Social Sciences and Humanities Human Research Ethics Board of Dalhousie University. Your interview responses will be accessible only to Alison Froese-Stoddard. You will not be identified in any reports or publications resulting from the research. Pseudonyms will be used for any direct quotations, and the latter will not identify you or your archives. Data will generally be discussed in aggregate terms; however, it is possible that direct, unattributed quotations will be used in publications related to this research. Data will be stored in a secure location, and will be destroyed upon completion of the study.

Questions

If you have questions about the interview or the study, please contact me at 902-579-3151 or afs@dal.ca or my thesis supervisor, Dr. Fiona Black, at fiona.black@dal.ca.

A copy of this consent form will be provided for your records.

If you have any difficulties with, or wish to voice concern about, any aspect of your participation in this study, you may contact Catherine Connors, Director, Research Ethics, Dalhousie University at (902) 494-1462 (you may call collect), ethics@dal.ca

Fostering community cohesion: Factors that impact the sustainability of community archival collections in Nova Scotia

I have read the explanation about this study. I have been given the opportunity to discuss it and my questions have been answered to my satisfaction. I hereby consent to take part in this study. However, I realize that my participation is voluntary and that I am free to withdraw from the study at any time.

Name (please print): _____

Signature: _____

Date: _____

Signature of researcher: _____

Date: _____

I consent to be digitally recorded during this interview.

Signature: _____

Date: _____

I consent to anonymous quotations from my interview to be used in publications stemming from this research.

Signature: _____

Date: _____