OUTREACH IN COMMUNITY ARCHIVES
IN BRITISH COLUMBIA
FOUR CASE STUDIES

by

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B.A. University of Waterloo, 1989

A THESIS SUBMITTED IN PARTIAL FULFILLMENT
OF THE REQUIREMENTS FOR THE DEGREE OF
MASTER OF ARCHIVAL STUDIES

in

THE FACULTY OF GRADUATE STUDIES
(School of Library, Archival and Information Studies)

We accept this thesis as conforming
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THE UNIVERSITY OF BRITISH COLUMBIA
August, 1995

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ABSTRACT

In the past, little has been written about the practical aspects of outreach. This thesis investigates the value of outreach and how it is put into practice in British Columbia's community archives. Interviews with managers of four community archives were conducted. The findings reveal that three of the interviewees regard outreach as a high priority and a fundamental part of regular activity. For these respondents, outreach activities have been positive and beneficial. They have successfully used outreach to augment and assist with acquisition, preservation and use of archival records. Only one interviewee presented a passive and cautious approach towards outreach. Results of this study indicate that outreach activities are not influenced by the administrative setting or the budget of the archives.

This study identified the essential components necessary for the implementation and delivery of successful outreach initiatives as: a regular source of funding, incorporation into an annual work plan, district goals and objectives that are relevant to the mandate of the institution, attention to the target audience, community co-operation and support, and evaluation of results.

This study reaffirms the value of archivists practising outreach, and provides encouragement to those who are looking for concrete methods of approaching outreach.
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Although it is a comparatively recent topic in the archival field, outreach has begun to gain recognition and a measure of credibility. During the 1970s, several articles extolled the benefits to be gained through outreach initiatives. The writers suggested that archivists could use outreach initiatives to improve the public's awareness and support of archival programs, and to increase the use of archival resources. A small core of outreach advocates encouraged archivists to expand their service mission to include a wide variety of users, to play a prominent role in education and to regard outreach as an essential component of a successful archival program.

Although archivists had little experience, and most had no training in this area, they slowly began to respond to these new challenges. The lack of a theoretical framework, as reflected in very broad definitions of outreach, may in part be responsible for the confusion and caution surrounding the matter. A tendency to regard outreach as peripheral to the traditional functions of appraisal, arrangement, description, and reference often resulted in the implementation of sporadic or ad hoc activities unrelated to the goals and objectives of the institution. More recently, archivists have recognized that when properly and thoughtfully planned with consideration of the overall objectives of the institution, outreach activities can promote acquisition, preservation and use of records, and are therefore relevant to the entire mandate of the archives.
Although outreach, public relations, and public programming are terms that are often used interchangeably, for the purposes of this thesis the word outreach will be used. To assist in a broader understanding of the topic, outreach will be defined as a wide range of planned, audience directed activities that contribute to a greater awareness of the purposes, roles, and functions of an archives thereby supporting overall goals of acquisition, preservation and use of archival records.

The majority of archival literature relating to the subject of outreach is based on speculation rather than on observation or experiment. Because the literature lacks an empirical base, we know little about experiences and perceptions of outreach. This study aims to fill this void by uncovering some facts and opinions about outreach and some of the issues that community archivists believe are relevant to the implementation and delivery of successful outreach initiatives.

**METHODOLOGY**

This thesis examines the development, implementation, and evaluation of outreach initiatives in four community archives, and reports the findings. Although this number includes only archives in British Columbia, it is unlikely that the circumstances are very different from those of community archives across Canada. This study includes institutions from the Lower Mainland, Vancouver Island and the Fraser Valley, serving a wide range of population bases and operating within four different administrative structures. To meet criteria for choosing the institutions the archives had to be mandated to
acquire the private records of the community, to have been established for at least five years, and to have a salaried archivist who has held the position for a minimum of one year.

After consideration of the various research strategies available to collect data about outreach in British Columbia's community archives, the author chose interviewing as the most appropriate methodology. Qualitative research conducted through interviews allows the opportunity to explore the subject in detail through conversation and discussion.

**INTERVIEW PROCESS**

This thesis adopts the focused interview, in which the respondent is interviewed only once for a short period of time. Focused interviews are usually conducted by following a set of pre-defined questions, but still allow the interview to remain open-ended and to assume a conversational manner. As such, the focused interview an appropriate methodology to acquire detailed information about the respondents' opinions about outreach and their experiences with the practical aspects of the development and implementation of outreach initiatives. In addition, the single focused interview allows the researcher to gather all the necessary data during one interview, and as such is suited to interviewing four respondents with busy schedules. Each of the interviews was guided by the questions developed for the interview schedule. (see appendix A)

The time span for all the interviews for this study was September 1994 to January 1995. Initial contact and an interview appointment was made by phone. In addition, each of the
interviewees was sent a letter outlining the objectives and methodology of the study. Due to the amount of data the researcher anticipated collecting during the interview process, a tape-recorder was used.

This thesis is organized into three main chapters. Chapter one consists of a review of the archival literature relating to outreach. The literature review investigates the development of outreach over time, and provide context for the presentation of data collected during the interview process. Questions asked during the interviews are based on the relevant issues raised in the literature.

Chapter two provides a description of the history and administrative structure of the four archives and presents a straightforward account of the findings of the interviews, while the third chapter analyzes these findings. The conclusion summarizes and comments on the findings, and makes recommendations to the archival community.
ENDNOTES — INTRODUCTION

CHAPTER ONE:

IN SEARCH OF OUTREACH

An examination of the relevant literature offers an appropriate starting point for discussion of outreach within community archives in British Columbia. An historical investigation of the development and trends in outreach provides context and assists in an understanding of the current issues.

THE EARLY PERIOD: 1940-1970

One of the earliest articles on the subject was written by William David McCain in 1940, on "The Public Relations of Archival Depositories." He observed a lack of attention given to the relationship between archival institutions and the public. He goes on to say that archival officials have devoted insufficient attention to the cultivation of friendly relations with the general public.¹ McCain's view is indicative of early archival literature, which indicates that prior to the 1970s outreach activities were virtually non-existent in Canada and the United States. Until this time, scholars were regarded as the primary users of archives, and the main role of the archives was to foster and support scholarly research. Only sporadic attempts were made to generate the interest and support of the general public, through exhibitions, showing of lantern-slides, and occasional school visits.²

In Canada, W. Kaye Lamb reflected on this matter in the Public Archives of Canada Report for the Year 1949, noting that "many inquiries...have come from teachers in elementary schools,
or from high school pupils, whereas Archives publications have always been prepared with research and universities primarily in mind.\textsuperscript{3} Not until the 1970s were archivists actively encouraged to expand their traditional view of "the public" to include more than scholarly patrons.

**IN SEARCH OF A THEORETICAL FRAMEWORK**

Early literature reveals that the decade of 1970 was a time of change and new direction for the archival community. Archivists such as Elsie Freeman, Ann Pederson, and Sandra Powers were instrumental in awakening the profession to the seemingly endless possibilities and benefits to be gained through outreach and public programming. This small core of outreach advocates encouraged archivists to reorient their attitudes towards users, play a more prominent role in education, and regard outreach as an integral component of a successful archival program. Cautiously, and with some trepidation, archivists responded to the challenges issued by Freeman and her contemporaries. There began a gradual shift towards a more active attitude towards outreach, as archivists recognized that it could be used to heighten the public's awareness and appreciation of archives and the archival profession.

The establishment of a Committee on the Wider Use of Archives in 1975 by The Society of American Archivists is evidence of the shift in attitude of the profession. The committee strongly believed that "experience with history-in-the-raw is everyone's right," and was successful in obtaining
support at annual meetings for sessions devoted to a wide variety of topics related to outreach. The committee defined outreach as encompassing all activities and programs promoting a greater awareness or use of archives. This very broad definition they hoped would "lead archivists to look more closely at their own programs to rediscover those activities that serve to increase clients' awareness and appreciation of the work and collections of the archives." Later, in 1976, Elsie Freeman defined outreach as "any activity that brings the records or means of using them closer to the public, multiplying in some way the effectiveness of the records or access to them." In The Society of American Archivists' Basic Manual Series on Public Programs, Pederson and Casterline also offer a broad definition.

A public program is any activity that contributes to a greater awareness of archives and what they do.... they are tools that support and enhance other archival functions including research, reference, preservation and collection.

During 1976, the committee conducted an ambitious and detailed survey of outreach programs in four hundred archival institutions across North America. The initial goal of the committee was to provide archivists with a reference tool for outreach programs, by describing a wide variety of initiatives with regards to type and scope, skills, resources necessary for implementation, and methods of evaluating success. In addition, the committee hoped to encourage archivists to pay
particular attention to overall planning of outreach activities.\textsuperscript{8}

Although the results of the survey were limited by a poor response rate, only 23\% or 90/400 institutions returning the questionnaire, it can still be regarded as having an impact on the future of outreach initiatives.\textsuperscript{9} Thirty percent of the institutions that responded had no outreach programs, perhaps confirming the committee's concern that there was a reluctance to view outreach as a worthwhile archival function. The survey provided essential information regarding the unfortunate status of outreach in archival institutions and assisted in formulating a plan for future development.

Based on the results of the 1976 survey, Ann Pederson challenged archivists to expand their traditional view of users and seize opportunities to develop the support and appreciation of archives among the "citizenry of society." Pederson argues that in identifying scholars and fellow archivists as major clients, archivists are neglecting an entire segment of society who hold a great deal of potential as supporters of the value of archival services. She recognized that initiating the "total neophyte" requires a great deal of time, effort, and imagination, but believes that these efforts may guarantee the continuing existence and appreciation of archival programs.\textsuperscript{10}

In a Canadian context, T.H.B. Symons, in a chapter devoted to archives in his report on Canadian Studies in 1976, expressed a similar sentiment when he identified two important tasks for Canadian Archives: the development of a comprehensive archival
system and "the promotion of much greater public awareness of the significance of archives." The second task he thought would be the more difficult of the two.\textsuperscript{11}

In the same vein, Elsie Freeman argued that archivists may be able to generate support for archival programs by providing services to a wider audience. She identified a wide spectrum of users including institutionally connected researchers, teachers and students from all levels of the education system, genealogists, the media, government employees, historians and publicists.\textsuperscript{12} In her view, it is very important for archival institutions to identify all of their potential users and match service to their needs. Outreach initiatives allow institutions to identify the interests of a wide variety of users, and are therefore an essential support of reference service.\textsuperscript{13}

The tendency to mount outreach activities sporadically sets them apart from what Freeman refers to as "the more orderly stream of activity we call archival administration,"\textsuperscript{14} and may account for the attitude that they are decorative and therefore expendable. She believes that the solution to this problem is to regard outreach as a distinct administrative function of archival institutions.

Freeman recognized that although an education in archival administration provides the skills necessary to carry out traditional archival functions such as arrangement and description, little instruction is devoted to outreach. The solution, she maintains, is to provide archivists with formal training in the implementation of outreach initiatives. She goes
on to say that "ideally, such a course would be given in conjunction with a museum education program, since many of the techniques are similar." Although there are some basic similarities between archives and museums, Freeman's solution disregards the differences with respect to mandates, collections, and user needs. Clearly, these differences would dictate that any instruction archivists receive regarding the implementation of outreach initiatives should take into consideration the unique nature of the institutions and records they are attempting to promote.

Advocates of outreach believed that its overriding goal is to generate public support and understanding of archival programs. To achieve this goal they searched continuously for new opportunities to expand service to different segments of society. To quote Elsie Freivogel, "if a public institution does not build constituencies larger than those of the academic researcher, the institution is doomed." During the 1970s, a small group of outreach advocates were exploring ways to respond to changes in the education system. They believed that the education system offered archivists a rich untapped resource.

Richard H. Brown at a session sponsored by The Society of American Archivists Committee on the Wider Use of Historical Records predicted that changes in the education system would have serious implications for institutions such as archives. Brown noted that
new styles of teaching and learning, and new interests in particular types of history study, have produced a need and market for packaged archives and manuscript collections at virtually every level of American education.

At this session, Brown encouraged archivists to develop projects that provide what he referred to as "packaged archives and manuscript collections." He assured his audience that such projects would be low-cost, and through the sale of the materials would pay for themselves. Similarly Freivogel, observed:

To the museum educator, the term museum education means the education of the public. To the archivist, archival education means education of other archivists. In fact...the archivist does not ordinarily perceive the education of the public to be his job.

In the late 1970s, the Committee for the Wider Use of Historical Records placed a high priority on funding these special projects.

Archival literature provides examples of archival education projects. For instance, Hugh Taylor recognized the benefits of using archival materials to enhance the teaching of history. At the same time, he cautioned against using education kits that are too structured and would lead to only one conclusion. He pointed to examples of British archives in Lancashire and Essex that had success in this area during the 1950s. These programs included travelling exhibits of original documents which were interpreted by an archivist. The primary goal was to expose students to a wider range of primary material than would otherwise unavailable to them. As well, they were encouraged to
study original records in local record offices, and prizes were given for essays involving research using archival materials. Although the projects had some success, it soon became apparent that the passive nature of exhibitions inhibited familiarizing students with archives on a large scale. It was for this reason that teaching kits were developed. In England early archival teaching kits were developed in Sheffield by the Teachers' Training College, in conjunction with the local record office. Their co-operative efforts established a precedent for further development of teaching kits of all kinds.¹⁹

Taylor noted that "unquestionably the tendency has been to involve school children in the records and the use of them."²⁰ However, not everyone was convinced of the benefits of this approach. In the first issue of Teaching History in 1969, the historian G.R. Elton expressed reservations about the teaching of history to school children in general.

There is a danger of over-simplification by the bright intellect, untarnished by experience, and also of confusing an absence of understanding with clarity of vision.²¹

G. Jones and D. Watson would seem to disagree, for they argued not only that history is a valid study, but that it should include contact with archives.

The chief justification for use of archives in school is that only by their use can we introduce pupils to the original documents which form the working material of the professional historian and the real life blood of history...Only through this method is it possible for the child to experience what history really is and to feel that he is a true historian.²²
Structuring a set of documents to reach only one conclusion goes against both the nature of historical inquiry and the nature of archival records. As Taylor pointed out, historians spend a great deal of time searching for references. Conclusions are reached through exhaustive reading of a fonds or series, rather than a set of documents from many sources selected to "tell a story." This may not always be reflected in the collections published for students' use. For example, the kits in the Jackdaw series, each of which were comprised of visually attractive documents do not always pay close attention to the organic qualities of archival records.\textsuperscript{23}

In her 1978 article "History Resource Units from the Minnesota Historical Society," Vicki Sand maintained that increasingly the public are looking to their past to "understand the forces that have affected their lives."\textsuperscript{24} The author viewed this expanded interest in history as a new opportunity for the archival profession. Passing it by runs the risk of losing public support. Education programs she argued should be developed in order to familiarize the general public with the values and uses of archival records.\textsuperscript{25} She stressed that public programs and collections must never be isolated from one another, and maintained that regardless of the significance of the records or how well they are preserved, they are of minimal value unless they are exposed through public programs.\textsuperscript{26} As an example, Sand discussed resources units produced by the Minnesota Historical Society. The units were prepared by the Educational Services Division of the Historical Society, also
responsible for administering teacher training, adult education, museum lessons, capitol tours, and exhibit programs. Those responsible for the design of the kits firmly believed that unless the materials were designed with an understanding of how curriculum programs were developed in school districts and how teachers used the materials in their classrooms, the program would be a wasted effort. The resource kits were designed after much consultation with social studies consultants and teachers. The result was three single-subject kits, each requiring two years to develop: eighteen months for research and writing, and six months for production. The production costs were sixty-five thousand dollars, with funding provided by the state legislature, and the resource units were sold to schools at a cost ranging from one hundred twenty-five to one hundred seventy-five dollars each. The Resource units produced by the Minnesota Historical Society provide an example of a public program thoughtfully planned and implemented based on significant archival resources.

In Canada, the same subject was opened up by Ken Osborne, a geographer. He noted that, while the British have experimented successfully with several innovative approaches to training teachers and students about the use of archives, Canadians have been slow to follow suit. The author's main premise is that "archivists should be more than historians or records-managers—there is an important role awaiting them as educators." His article identifies many options for archivists interested in strengthening the link between the archival system and the
education community. He discusses such projects such as teacher education projects, classroom units of instruction, exhibits and visits, student archival research projects, and archives based teaching kits. Osborne is the only author who offers both theoretical and practical information to assist archives to develop positive relationships with the education system.

It is clear that Osborne's advice has not been completely ignored. For instance, Ann ten Cate has provided an account of a positive example of an education program developed by a small community archives in Ontario. The article explains how the Region of Peel Archives and the Peel Board of Education cooperated in the production of a series of teaching kits designed to introduce students to the history of their community through facsimile archival documents. Through analysis of researcher registration forms the Region of Peel Archives had determined that teachers and students were "under-represented" in their user statistics. Once they had targeted their prospective audiences and assessed available resources, they began their first ventures into outreach.29

Ten Cate referred to curriculum guidelines developed by the Ministry of Education as "the backbone" of education kits. Developing and using such guidelines she maintained are the single most important steps in designing an educational program.

Unless your activities and kits are based on curriculum guidelines, you will be trying to market a product that has no audience because it has no relevance to what is being done in the classroom.30
The author also gives credit to the Peel Board of Education for evaluating the kits and including information about the archives and its education programmes in their teaching units, to familiarize teachers with the Peel Archives.

Ten Cate cautioned that education kits are not without their pitfalls, and pointed out potential problems. Outreach, she says, has taken its toll on other portions of the archival program, and less time is available for basic functions such as processing, and the implementation of descriptive standards.31

Ten Cate has provided a rare example of evaluation of an outreach activity. A few writers such as Ann E. Pederson and Timothy Ericson recognized the importance of evaluation. Pederson and Casterline briefly referred to the evaluation process,32 while Ericson noted that archivists need to "concentrate more on the impact of our outreach activities, and the lessons we have learned from them - in other words to evaluate our efforts."33 Other than some brief practical advice on surveys found in Pederson and Casterline's manual, the literature offers little in the way of concrete suggestions as to the best method of evaluating outreach activities.

Although exhibitions are not a primary function of archival institutions, they are recognized as one of the most popular and effective methods of outreach. Bradsher and Ritzenthaler noted that "perhaps no other aspect of public programs reaches so many people or touches them in such a manner that graphically illustrates the goals and contributions of archival institutions in preserving historical records."34 Casterline views exhibits
as "the focal point of a variety of programs that stimulate interest in a subject and expand awareness of the institution and its collections."  

Archival exhibitions accomplish a wide variety of functions, and are undertaken for a number of reasons. Exhibitions serve to "interest, inform, stimulate, entertain, and educate viewers." As well, they have a role to play in making the public aware and appreciative of archival institutions, they encourage the use of archives, and popularize holdings. They also educate people regarding archival functions and services, encourage donations, increase acquisitions, and foster research.

As early as 1949, The Council of the British Records Association recognized the importance of exhibitions by appointing a subcommittee to study the role of exhibits in archival administration. The committee reported:

...the best means of arousing local interest in the preservation of records, and of demonstrating their educational value is by holding displays of documents, maps, views, etc., of an essentially local nature. If documents deposited by private owners, are to remain buried in the vaults of a local Repository they might almost have been left with the owner.

The literature indicates that mounting exhibitions was based on a variety of motivations. Albert H. Leisinger Jr., emphasized that one reason for undertaking an exhibit program is the obligation to make "institutions centres of popular education." In 1971, at the British Records Association's annual conference, an archivist reported that "many exhibitions
were mounted for essentially superficial reasons: such as we've had no exhibition for some time, or we owe it to the public."

Casterline takes a different approach. As she points out, not only do exhibits of archival material show what a repository collects, preserves, and makes available to users, but they have the potential to educate, communicate, and serve a variety of other functions. They can encourage people to study the past and to save and donate items of historical interest; teach them something about the nature of archival and historical work; inform them of new acquisitions; tell an interesting story; commemorate an important event; and make a major contribution to scholarship. Among the benefits are a greater and more imaginative use of archival materials by a wider clientele and the reinforcement of a favourable public image that reflects the archivist's interest and involvement in the larger community.

Pederson and Casterline caution archivists to identify the audience before initiating any outreach program. It follows that, before mounting an exhibit, the audience must be defined in terms of both existing and potential users. According to Bradsher and Ritzenthaler, the time devoted to determining the profile of the target audience is well spent, for this information can be used to develop exhibit goals and parameters. Such guidelines help to provide a sense of what exhibits can accomplish and the types of presentations that are most suitable.

Elsie Freeman Freivogel reminds archivists that they have many publics, and must keep in mind all of the potential users of archives when planning an exhibit.

James Gregory Bradsher and Mary Lynn Ritzenthaler identified only two basic types of exhibits: thematic or institutional, while Casterline categorized exhibitions as
either promotional or educational. More recently Heather Gordon has identified four basic types of exhibitions usually mounted in archival institutions: thematic, celebratory, institutional and functional. The author concludes that the institutional exhibitions showing wider audiences that archival institutions and their holdings actually exist and functional exhibitions mounted to educate viewers about archival theory, methodology and practice may be more valuable components of an archives' exhibition program than most archivists consider them to be. Consequently she determines "archivists need to focus their exhibition resources on the creation of these type of exhibitions, rather than on the creation of the less useful, museum-oriented thematic and celebratory exhibitions that send the wrong messages to the audience." 

IDENTIFYING THE BROADER ISSUES

During the 1980's public programs gained greater credibility and acceptance. Ann E. Pederson and Gail Farr Casterline's manual Archives and Manuscripts: Public Programs, is a measure of the growing interest in and implementation of outreach programs. The manual provides archivists with the first detailed resource devoted entirely to the discussion of implementation of a variety public programs including exhibits, lectures, publications and instructional programs. The manual provides assistance in the implementation of outreach initiatives by suggesting four necessary steps before beginning any outreach activity: assess the goals of your institution, evaluate the needs of your agency and the resources available,
assess the needs of your clients, and choose an appropriate type of program, plan the logistics and execute them. In addition, the authors briefly discuss the publicity, evaluation and funding of public programs. Although theoretical issues are not discussed, the manual offers practical advice and guidance for archivists undertaking outreach initiatives.

During the 1980's Elsie Freeman Freivogel continued her spirited approach to outreach and public programming. In her article "In the Eye of the Beholder: Archives Administration from the User's Point of View," Freeman once again examines the relationship between archivists and users. Freeman insists that although genealogists and avocationists comprise the majority of our researchers, archivists have an adversarial relationship with users to whom research is a hobby. Freeman maintains that "historians are neither our principal nor our most significant users", yet we continue to concentrate our attention on those who are professionally trained.

In this article, Freeman pushes the user-first argument to the limit by advocating that archivists "must begin to think of archives administration as client-centred, not materials-centred." Many of the ideas proposed in this controversial article run counter to archival theory. Freeman calls into question traditional methods of arrangement, description and appraisal, favouring a "quick strike" approach that would accommodate the schedules of those researchers who do not have the time to search through finding aids. The author asserts that
"a look at how and why users approach records will give us new criteria for appraising records." 49

Freeman also proposes making changes to the education of archivists arguing that:

Archival trainees learn to appraise records
with little serious consideration of their use;
to organize and describe records according to
traditional rules which have little or no bearing
on the ways in which these records are actually
used or by whom; and to provide reference service
to a public perceived monolithically. 50

A revised training course for archivists would include instruction in public programming which is often omitted entirely from our training programs.

The archival literature of the 1980s reflects a growing concern regarding the image of the archival profession. David B. Gracy lamented the stereotypical view of archivists as "permanently humped, moleish, aged creatures who shuffle musty documents in dust-filled stacks for a purpose uncertain, while the majority has no image of us at all."51 Gracy pointed out that negative misconceptions held by resource allocators have a direct impact on the archival profession's inability to secure funding, as they "strike at the heart of our existence and ability to function." Gracy proposed several solutions to the image problem of the archival profession. He maintained foremost, that in order to project a positive image to others, archivists must be confident of the image they have of themselves. Gracy also applauds those repositories committed to outreach in order to expand public awareness of archives, which
he maintained is "paying off in both numbers and sophistication of the products."  

In a later article, Gracy proposed that archivists break with tradition and concentrate on the present rather than the future. In order to demonstrate to resource allocators that archivists have a vital role to play in contemporary society, he suggests adopting the motto "Archives: Records from the Past Working for the Present."  

In 1984, the Council of The Society of American Archivists commissioned Professor Sidney J. Levy, Chair of the Marketing Department of the J.L. Kellogg Graduate School of Management at Northwestern University, to study the attitudes and perceptions of resource allocators towards archivists. The Levy Report grew out of the work of The Society of American Archivist's Task Force on Archives and Society to recommend ways in which the archival profession could counteract popular negative stereotypes of archivists and their work that often result in inadequate resources. Findings of the study were based on interviews conducted with forty four resource allocators from government, universities, colleges, historical societies, museums, private businesses, industry and social organizations. In the report Levy proposes a solution to the traditional negative stereotypes of archivists,  

To improve their situation, archivists need to define more coherent identity objectives, and communicate greater freshness and distinctiveness in imagery by their training, programs, self-assertion, publicity, advertising, and relevance to modern life.
While Gracy and Levy focused on the archivist's need to improve their image with resource allocators, Bruce Dearstyne investigated ways in which archivists can promote themselves to the public. Dearstyne suggests that although it is the ultimate goal of archival work, archivists have not paid close enough attention to the use of records. The author encouraged archivists to develop new approaches to the issue of the use of archival material, and proposed six areas where analysis and new approaches are needed: tracking and studying research use, interpreting and reporting on the significance of that use, promoting increased use, emphasizing use as a means of garnering program support, reaching out to the researcher community, and expanding the concept of reference service to a broader notion of researcher service or public service. Dearstyne noted that reference service is often isolated from other facets of an archival program because it has been traditionally carried out in a passive and reactive manner. In order to address this problem Dearstyne proposed a broader notion of researcher service that would merge reference, outreach, and public programs into an "aggressive, proactive public service concept that is integrated into the total archival program." 55

Joel Wurl takes a different approach. He suggested that to enhance the profession's image amongst the public, archivists should encourage an appreciation of the curatorial methods they employ. Wurl wrote, "although archivists work hardest at marketing collections, it may be archival methods, particularly
preservation skills, that most intrigue the general public." He argued that,

people who are wholly unfamiliar with the significance, usefulness, or even the meaning of archives often are extremely interested in learning how to manage and care for their own records. For instance, how many archivists, after trying to explain what they do for a living, have been greeted with the reply, "I have these old photographs, in my attic what should I do with them?" The archivist's ability to satisfy such interests offers the opportunity to cultivate closer ties between the archival community and the rest of society."

Wurl's article describes a unique mini-course implemented by The University of Toledo focusing on the recognition, appreciation and basic care of historical records commonly found in the home.

WORDS OF CAUTION

In Canada the debate on outreach began in earnest at the 1990 Annual Conference of the Association of Canadian Archivists. The theme "Facing Up, Facing Out: Reference, Access and Public Programming" provided Canadian archivists with an opportunity to discuss and debate the practical and theoretical issues relating to its service mission. The conference had two objectives: to encourage participants to recognize their obligation to the variety of individuals and groups that use archives, and to compel archivists to pursue strategies that will result in greater responsiveness to user needs to increased public participation in archival activities. Papers presented by Ian Wilson, Gabrielle Blais and David Ens, and Tim Ericson challenge the archival professional to re-examine traditional approaches to users. Terry Cook in the counterpoint
presentation, prefers a more cautious approach to outreach and public programming.

Ian Wilson observes that although museums, archives and libraries have holdings of interest to the community at large, archives do not enjoy the same popularity and recognition as its sister institutions. Wilson suggests that archivists need to explore alternative ways to introduce a broader population to our holdings, pointing out that public service and exhibitions have been very successful in the museum world. Wilson notes that although most archivists strongly believe in the ethic of free and equitable service to the entire population, they routinely impose restrictions and barriers that limit the use of archival holdings. Limited reference hours, restrictive service to those at a distance, lack of consideration for the visually impaired or functionally illiterate and imprecise finding aids result in limited service to a small segment of the population. To address the problem of use and inequitable service, Wilson proposes the development of what he calls a National Archival Services Strategy that would "include a strategic partnership with other information providers who share our goals of open and equitable public access."

Timothy L. Ericson's article begins with the premise that the archival profession has been unsuccessful in promoting the use of archival materials. Ericson believes that this is directly related to that way in which archivists have regarded their mission: "to ensure the identification, preservation, and use of records of enduring value." This traditional approach
relegates use and outreach to an afterthought, and is responsible for the lack of appreciation and underutilization of archival materials. The author proposes that archivists redefine their mission as follows: "To ensure the availability and use of records of enduring value by identification, acquisition, description, and preservation." Ericson reports that outreach relates directly to use because it ensures records will be used, and suggests that archivists change their basic approach to outreach activities by regarding outreach as a basic archival function rather than an added responsibility, tying it to the institution's mission statement, making it an on-going component of an archival program, balancing it with other activities, and integrating it with other activities such as acquisition, preservation and use. Ericson's last recommendation was also raised by Kathleen D. Roe who thinks that public programs can be used to expand the "basic archival functions of acquiring and preserving records, and well as increasing the use of archival materials." 

Gabrielle Blais and David Enns maintain that many factors such as an increase in popular interest in archives and cultural activities, public awareness of the increased availability of information and cultural services, and the reliance on the public for support in generating government funding, have led to a recognition that archivists now have new responsibilities with respect to the public. In order to meet the challenge of these new obligations, the authors call for the "integration of public
programmes into what have been regarded as core archival functions." Blais and Enns define public programming as,

\[
\text{those activities that result in direct interaction with the public to guarantee the participation and support necessary to achieve an archival repository's mission and fulfil its mandate.}^{62}
\]

They maintain that in this context, public programming has four components; it supports the activities of the institution by creating an image of archives, promotes awareness, educates users and the general public about the value and potential use of archives, and enables use of the archival record.

Terry Cook's counterpoint article criticizes the viewpoint of some advocates of outreach. Cook believes that writers such as Freeman Freivogel, Blais and Enns have extended their theory of user-centred archives too far, and are treading on dangerous ground. Clearly, he presents a valid argument as it relates to arrangement, description and appraisal.\(^63\) Undoubtedly, these traditional functions are sacrosanct, and the principles on which they are based must never be altered to accommodate the transient need of a specific group of users. However, outreach, with its aim to increase the use and appreciation of archives, need not affect how appraisal and description are carried out. Outreach initiatives can be user-centred without running counter to fundamental archival theory. Whether or not arrangement, description and appraisal could ever be user-centred is an entirely different matter.

The opening session at the Archives Association of British Columbia Conference in 1991 discussed both the risks and
benefits of archival outreach. Richard J. Huyda asserted that any archival outreach activity has both benefits as well as drawbacks. The speaker cautioned archivists that increased expectation of demands for service and support may not be met with an adequate increase in resources. The archives "can become by association, perceived as proponents and supporters of those they reach out to; whereas the sole intention of the archives may be only to carry out the basic objective of preserving their records." The author maintains that regardless of the costs and risks associated with outreach archivists should not be deterred from implementing outreach initiatives, noting that "whenever possible, archives should opt in favour of committing themselves to outreach." Huyda believes that planning, prior discussion, and setting practical limits will overcome most problems.

SUMMARY

The foregoing review of the literature suggests that there are some unanswered questions regarding the subject of outreach. The literature may be characterized as rather tentative and amorphous, reflecting a sense that because outreach is a comparatively new field, archivists are still finding their way. Although authors appear to be in general agreement that outreach is beneficial, the literature provides little in the way of practical and concrete suggestions regarding the implementation of outreach activities.

During the 1970's, most authors were attempting to generate an interest in outreach and stimulate the implementation of outreach initiatives. There appears to have been a reluctance to
provide boundaries or a structured definition in the event that these may restrict outreach activities, resulting in the opposite of what advocates were trying to accomplish. Early literature reflects the view that anything that could be done in regard to outreach would be beneficial and better than what was being done at the time, which was almost nothing. Although laudable attempts, these broad definitions lacked structure and focus. As a result, many outreach activities were responsive and imitative rather than deliberate, planned, and innovative in their approach, at least so far as can be determined from the literature.

Goals and objectives became more specific in the 1980s as the issue of financial support was brought into sharper focus. Very quickly, writers recognized that the squeaky wheel gets the financial grease. The literature during this time focused on outreach as a means to garner financial support by countering negative stereotypes and improving the resource allocator's image of archivists.

Clearly, there is a recognition of the need to do something in regard to outreach, but the question remained -- what? The literature provides a lot of opinion, but very few concrete proposals on how to actually achieve these goals. Literature of this sort tosses out ideas which are for the most part untested in practice.

Pederson and Casterline identified what they considered the four necessary elements of a successful outreach program. However, short of the case study provided by Ann ten Cate,
there is no further evidence to suggest whether other archivists have implemented outreach based on these principles. It is therefore difficult to evaluate whether or not they have identified the most appropriate method of implementing outreach activities.

One of the most important trends in the literature is the user-oriented argument presented by Elsie Freeman Freivogel, who becomes more expressive, forceful and assertive with the passing of time, eventually advocating a near wholesale dismissal of archival theory to accommodate client-centred rather than materials centred archives. While in agreement with the user-oriented approach, authors such as Blais and Enns, and Timothy Ericson advocate a more measured approach to outreach.

During the late 1980s, writers adopted a more rigorous approach to the subject, placing it in the context of the archivist's other functions, to which of course outreach relates. Recently, Kathleen Roe and Timothy Ericson suggest that outreach can be used to facilitate the basic archival functions of acquisition, preservation and use. Directing outreach activities towards the mandate of the institution provided more specific goals and objectives. The literature had moved from a "let's do anything" attitude to a more structured and focused approach. Unfortunately, the literature does not provide evidence that connecting outreach activities to the mandate of the institution is the best approach. Case studies of initiatives employing this method would be a valuable asset.
Terry Cook and Richard Huyda are among the few writers to offer words of caution regarding the implementation of outreach. Although Cook criticizes some advocates of outreach, he does not advocate the abandonment of public programming. He encourages archivists to use outreach to deliver the right message rather than giving into the temptation of becoming what he terms "The McDonald's of Information." While Cook raises concerns related to the theoretical risks associated with outreach, Richard Huyda focuses on practical problems and identifies solutions.

Although the literature has paid rigorous attention to exhibitions and education programs, little has been written on the wide variety of other types of outreach. Ann Pederson and Gail Farr Casterline are the only authors who provide practical advice on the implementation of a wide range of outreach initiatives. Clearly, articles focusing on the implementation of a variety of outreach initiatives would be a valuable contribution to the literature.

Recently, writers have proposed some innovative ideas for different types of outreach activities. Heather Gordon and Joel Wurl take a different approach to outreach, providing archivists with new methods of educating the public about the value of archives. Gordon's thesis encourages archivists to implement functional exhibits, while Wurl discusses lectures that educate the public about archival methodology. This type of outreach is a new area worthy of further attention and exploration.
The evaluation process is an extremely important component of any outreach initiative. Evaluation enables archivists to determine the strengths and weaknesses of their outreach activities, providing valuable information for future planning. This is the area in which the literature is weakest. There is definitely a lack of managerial rigour attached to outreach. While a few authors recognize the need for evaluation, there is little practical advice on how this is to be accomplished.

Therefore, in an attempt to discover more about the actual experience of outreach activities, the problems encountered in administering outreach, and attitudes towards it, interviews of the managers of four community archives were conducted. A summary of the interviews constitutes the next chapter.
ENDNOTES - CHAPTER 1


5. Ibid.


8. Pederson, 155.

9. Ibid., 156.

10. Ibid., 161.


13. Ibid.

14. Ibid.

15. Ibid., 152.


17. Ibid.

18. Ibid.

20. Ibid.

21. Ibid., 326.

22. Ibid., 327.

23. Ibid., 328.


25. Ibid.

26. Ibid.

27. Ibid.


30. Ibid.

31. Ibid.


42. Elsie Freeman Freivogel, "Education Programs: Outreach as an Administrative Function," 282.


48. Ibid.

49. Ibid.

50. Ibid.


52. Ibid.

53. David B. Gracy 11, "Is There a Future in the Use of Archives?" *Archivaria* 24 (Summer 1987), 9.


58. Ibid.
59. Timothy L. Ericson, "Preoccupied with our Own Gardens," 117.
60. Ibid.
65. Pederson and Casterline, Archives and Manuscripts: Public Programs, 8.
CHAPTER TWO:
EXPERIENCE AND OPINION OF OUTREACH

This chapter consists of a straightforward account of the data collected from the four archivists during the interview process. Each case study is preceded by an institutional profile, providing context to the presentation of data.

The time span for all the interviews for this study was from September 1994 to January 1995. Each of the archivists was interviewed for approximately one hour, with the exception of Archivist A, whose interview was one and a half hours in duration. Due to technical difficulties, Archivist D had to be interviewed twice. This does not post a problem as mostly factual data rather than personal opinion was gathered. All of the respondents were forthcoming with their answers and opinions.

Each of the archivists interviewed for this study has held positions of authority for a minimum of five years. Three of the archivists have theoretical and practical archival training at the master's level, while one has an undergraduate degree, the archives course offered by the National Archives of Canada and considerable experience.

Each of the interviews was guided by the questions developed for the interview schedule. The schedule was designed to collect data in seven areas: general definition, budget requirements, creative aspects, publicity, implementation, museum involvement and evaluation.
Edward Ives advises that the list of questions be used as a guide, rather than something to "get locked into by checking things off or reading directly from it." In the attempt to conduct a conversational style interview, questions were not always asked in the same order, although each respondent was asked all of the questions on the schedule. The interview schedule is comprised of a total of twenty-four questions, with supplementary questions added when relevant.

The data collected from the interviewees is presented in order of the interview schedule, although some of the questions were not asked in strict order of the schedule. For purposes of this study, the researcher chose to present only those portions of data directly relevant to the interview schedule, as presentation of the entire transcript would be irrelevant to the subject. The selected data from the interviews will be presented one institution after another, based upon when the interviews were conducted. Within this thesis, identity has been protected by naming the four archivists and institutions involved as Archives A, B, C, and D, according to the order in which the interviews were conducted.

CASE STUDY ONE

Archives A was formally established in 1982 with the creation of a part-time archivist's position. In July 1983, a full-time archivist was hired, and a vault was built in the museum to store archival records. Until 1982, the museum and archives were housed in the same facility and were administratively part of the Parks and Recreation Department.
In 1987, the archives was administratively transferred to the Clerk's Department and became the official repository for municipal records, and a full-time position was created specifically to acquire and service private records. During the fall of 1993, the archives moved to a new facility, housing the art gallery, museum, library, and arts centre.

Archives A is fortunate to have the support of a group of "Friends of the Archives," who in 1987 were incorporated as a non-profit society. The purpose of the group is to promote the archives' profile in the community through fund-raising and special projects.

The institution's policy statement indicates that one of the purposes of the Archives is to "initiate educational programming designed to increase public awareness and appreciation of the municipality's history and development."³

At present, a full-time archivist and assistant archivist are employed by the municipality to oversee the operation and development of the archives program. The archives is open to the public Monday to Thursday from 9:30 a.m. to 4:45 p.m. and Fridays by appointment only.

1. **General Definition**

Archivist A admits that he does not know a formal definition of outreach but regards it as "anything that helps to promote the archives, to get people to come in and use records and to enable them to understand the potentials, such as displays, publications, community involvement and the media."
Archivist A believes that outreach is a "very important" part of an archival program, "because everything we do to get people to use records is part of outreach, and we spend a lot of time on that because most people don't know what archives are, they might not understand the research potentials of the records and may not be utilizing them effectively." He notes that outreach "may help archives to establish a good base of users, resulting in solid archival programs that will continue to develop."

2. Budget Requirements

Funding for outreach initiatives comes from a number of sources. The archivist has access to $700 dollars in a sub-account called "advertising" which is primarily used for outreach. The amount in this account has been stable for over five years. Another budget category related to internships and training allows for the production of brochures and displays. The archivist reports that as a rule the money in these categories usually "gets chipped back five percent each budget cycle."

Archives A has access to extra funding from the "Friends" for outreach. This money is in addition to funding received from the municipality. More than five years ago, the interest accumulated on $10,000 in a memorial account was made available to the archives for projects promoting the archives. Expenditures from this account are subject to the approval of the "Friends." During the first year, this account had
accumulated $700 interest. This money continues to be a source for the archives.

In addition to this money, the "Friends" also has money from the sale of a local history publication. Although the book was written in 1979, it continues to generate revenue, allowing the archives to make special purchases such as display panels. The archivist notes that he would have been unable to make this purchase from his regular budget.

Archivist A estimates that in the last year he has spent approximately $1,200 on outreach projects, not including staff time of the archivist and assistant archivist which, he notes, was "more than I care to remember."

The archivist is responsible for final decisions regarding resource allocation for outreach projects. Potential projects are discussed with staff members, contractors, and volunteers. They may have an idea for a project, but the archivist must approve it and allocate resources.

3. Creative Aspects

Creative ideas for outreach are discussed by all staff members, contractors and volunteers, and initiated depending on the resources available. The archivist finds it "fairly easy to develop creative ideas that fit the budget." He also relies on the "Friends" for advice and ideas for special outreach projects. This group comprised of interested members of the community, provides input from the public.
Creative ideas for outreach are also developed by other staff committees comprised of representatives from the five departments of the Cultural Centre.

4. **Publicity**

Archivist A admits that they have been reluctant to spend money on advertising, and have not taken full advantage of the media for advertising outreach programs. Publicity includes a regular newspaper article, occasional press releases, as well as flyers and posters produced for joint projects within the Cultural Centre. The archivist reports that on average the archives is covered by the local media ten to fifteen times per year.

5. **Implementation of Programs**

Archives A has implemented a wide variety of outreach such as in-house and off-site exhibits, education oriented projects, printed material, media related initiatives, and lectures. Some of these are entirely archives initiatives, while others are carried out in co-operation with the various departments of the Cultural Centre.

In 1992, the archives produced an exhibit for its reference room of the new facility. This permanent exhibition documents the history of the municipality using photographic and textual records. The archives also has a small exhibit space facing the main rotunda, in which a new exhibit is installed every two months. In addition, the archives is also responsible for installation of exhibits in a small display case located in City
hundred dollars. Proceeds from the sale of the postcards are returned to the memorial fund in order to generate additional funds. The archivist believes that postcards have an advantage over calendars because they are not dated, "we've got a good stock and they're paid for, so it doesn't matter if it takes ten years to sell them." Last year, the postcards were given away to city staff during the United Way Campaign. The archivist admits that although the postcards are fairly successful, "they are not big sellers." In the near future, he hopes to set aside time to market the postcards to local community businesses.

A quarterly newsletter entitled "City Life" produced for city employees, includes a regular feature "From the Archives." The articles written by the archivist focus on the role of the archives in local government, and are an excellent form of internal outreach to members of civic government.

During the past four years Archives A has co-operated with a cable television station to produce a program entitled "Cultural Connections." Topics included aerial photographs and an extensive discussion about rail and air transportation augmented with relevant by-laws, maps and photographs from the archival holdings. The archivist admits that these types of initiatives require a "great deal of time and preparation." The archives also contributes to segments produced by other departments of the Cultural Centre, selecting photographs for the programme's commercial intervals.

Archives A started using volunteers for the first time in 1993. The archivist believes that in order to be effective,
Hall near the Clerk's Department. Off-site exhibits have also been produced in conjunction with the Cultural Centre.

Archives A has produced a variety of printed material such as: guides, brochures, postcards, publications and historical articles to promote public awareness and use of archival holdings. The majority of these are done in-house using a personal computer. Most recently, a publication entitled *A Guide to Historical Site Research* was written to provide researchers with information necessary to access community records, photographs, maps, government records and publications. This nineteen page guide was written and produced entirely by archives staff, then distributed to local archives as well as departments of the municipal government. The archivist notes that the publication of the guide cost approximately seven hundred dollars, the "entire outreach budget for the year." To publicize the guide the archivist wrote a press release and newspaper article entitled "Booklet Takes Mystery out of Archives."

Three years ago the archives staff produced a brochure describing the photograph holdings and outlining costs for photographic reproduction. In addition, the archives has recently produced a series of postcards. To date, the postcards are the only project completed with funds accumulated from interest on money in the memorial account. The archivist approached the "Friends" for additional funds because this project cost more than the seven hundred dollars available to the archives for special projects. The project was entirely funded by the "Friends" at a total cost of approximately twelve
volunteers need a "defined role and specific projects." Archival volunteers are not involved in any public contact work, but have responsibility for two outreach projects that paid staff do not have the time to do.

Since 1988, the archives has submitted an historical article and photograph to a local newspaper (on a regular basis, approximately one per month). Although the archivist recognized that the articles provided exposure for the archives, they were not regarded as a priority for paid staff. A year ago, the responsibility for this project was delegated to a volunteer. Last year, a volunteer began the research for a small publication documenting the history of the various city hall buildings over time. The final product will be produced by archives staff using desk-top publishing.

Some outreach opportunities are primarily used as educational tools to dispel misunderstandings of the roles of the archivist and the historian. Recently, when invited to give a lecture on local history, he informed the audience that he was there under false pretences, because rather than discussing the archivist as historian, "he was going to tell them what an archivist really does." Archivist A noted that the role of the archivist is to acquire records so they may be interpreted by historian, but archivists do not write history.

Recognizing the need to develop a more positive relationship between the archives and the schools, Archives A developed an educational kit for high school students. The Archives Exploration Series, produced in 1992, required a
A substantial commitment of resources. A contract archivist worked on the project for nearly three months, at a cost of approximately three thousand dollars. In addition, the archivist and assistant archivist contributed many hours to the planning, development and implementation of this project. Archivist A said that "the jury if still out" on its success.

The series "came out of the need to introduce high school students to archives in a positive sense." Problems in the past he notes resulted from "students coming to the archives for the first time to complete an assignment, and they haven't the faintest idea of what they're doing, teachers haven't prepared them and as a result one student will find a ton of information and get an A, while another works diligently and can't find anything because there simply isn't anything on this particular topic." The Archives Exploration Series was an attempt to address some of these problems.

Archivist A describes the series as a set of "pre-cooked exercises" based on the Social Studies 11 curriculum. Students use work sheets to complete tasks related to three themes: industrialization, local government, and urbanization. On return to the classroom, an exercise work sheet is used to facilitate group discussions. A Teacher's Guide duplicating all of the student work sheets, provides teachers with answers.

With the completion of one module, the archives held a meeting with the head of the Social Studies Department and six teachers from a local high school. Teachers were very enthusiastic about the series and indicated that they intended
to make good use of it. After the initial meeting the module was "field tested" with a group of students. The field test was judged as a "fair success," but little feedback was received from the teacher. In addition, a group of teachers tested the module as part of their Professional Development Day. After the field test, it was more than six months before any students came to the archives.

The archives received little response from the schools about the Archives Exploration Series. The archives had no inquiries to use the series, and only one teacher expressed an interest after the field test was complete. This poor response prompted the archivist to develop a questionnaire evaluating the series. The questionnaire was very direct, asking questions such as: do you intend to use the series, is the series too difficult or too easy for students, what changes would you recommend if any, and would you be willing to assist in producing a revised version. When the archivist did not receive even one completed questionnaire, teachers were contacted, again with no results.

Archivist A acknowledges that once the first module had been completed and presented to teachers at the initial meeting, it may have been too late to turn back. Perhaps he notes, "it is possible that we had gone too far already and they...were too polite to say what have you done all this work for?" The archivist had not given up on this project, and has plans to re-initiate contact with the schools at the beginning of the next school year.
Three times a year the archives develops outreach programs in co-operation with the Cultural Centre. During 1994 they were involved in Science and Technology Week, Professional Development Days, and Environmental Awareness Day. Archivist A reports that within the administration of the Cultural Centre, "there's a feeling that we need to be seen as working together." Ideas for joint programs are initiated by the Staff Operating Committee comprised of the archivist, curator, librarian and director of the art gallery. These ideas are further developed and programs implemented by ad-hoc committees made up of staff representatives from each of the departments. The Staff Operating Committee meets each September to develop a master plan for the following year.

Recently, Archives A took part in the Cultural Centre's Science and Technology Week. The archives segment of this outreach project focused on computer use in the archives. The archives provided information sessions for the public, and produced a flyer stressing why archives embrace new technologies such as the computer.

Recently, the archives participated in a Professional Development Day hosted by the Cultural Centre. During the hour long program, participants were asked to write down their definition of either "Archives" or "Archivist" as well as general ideas about "what's the use of archives?" In addition, teachers were introduced to A Guide to Historical Site Research and The Archives Exploration Series. This program has been very successful, with plans to make it an annual event.
In the fall of 1994 Archives A collaborated with the Cultural Centre for an Environmental Awareness Day. A display was mounted at a local mall, and the archives launched their new publication A Guide to Historical Site Research.

Archivist A reports that joint effort may not always be a positive experience for the archives. He notes that, "there is a problem with people's perception as far as what an archives should be doing for outreach." The Cultural Centre has planned outreach initiatives that the archives has not participated in because "they are not relevant to the archives and I will not allocate resources for irrelevant activities." The archivist notes that at joint Cultural Centre meetings, he sounds like a broken record constantly repeating "that's not an appropriate activity for the archives." Recently, the archives declined the offer to "bring out old books or something" for the Cultural Centre's Wine and Cheese Festival.

6. Museum Involvement

Although the museum and archives are physically housed within the same building, these two operations are administratively separate. The archives does not participate in co-operative exhibitions with the museum, but the archivist notes that "there isn't any reason why we would not do this, but as of yet the right opportunity hasn't presented itself."

7. Evaluation

Archivist A admits that he does not have a formal on-going method of evaluating outreach initiatives. Participant evaluations are done on an ad-hoc basis, such as the
questionnaires sent to teachers regarding the Archives Exploration Series. Archives staff produce documentation relating to outreach initiatives in order to assist with future planning. There is no formalized procedure for this documentation.

Archivist A has plans for a future outreach project directed towards elementary school students. Teachers will be asked to select approximately ten images from the archives photograph collection relating to a specific theme. The images, will be sent to the school resource centre where the school board will then take over the responsibility for housing and distributing the photographs. Reproduction costs will be paid for by the archives. Archivist A believes "it's money well spent if it helps get another generation of kids knowing what we're all about."

CASE STUDY TWO

Archives B was formally established in 1978, with the appointment of a part-time archivist. Until this time, archival material was acquired, documented and preserved by the museum. With the formal establishment of the archives, archival material was separated from museum artifacts. The museum and archives are physically located in the same facility.

The archives is located in one of the fastest growing municipalities in Canada and serves a population of 270,000. The archives is administratively part of the Museum Heritage Services Division of the Parks and Recreation Department. The Museum Heritage Services Division encompasses the facilities and
services provided by the museum, archives and one historic site.
The Parks and Recreation Commission appoints a Museum and
Archives Advisory Board annually to operate in an advisory
capacity providing community input and support for the overall
operations of the museum and archives. The Board is made up of
representatives from The Chamber of Commerce, The School Board,
The Historical Society, two Parks and Recreation Commissioners,
and volunteer groups. Next year two individual members at large
will be added.

The Public Programs Policy defines public programmes as
"services provided for the public in order to educate, enliven
or entertain in areas directly or indirectly related to the
content of the collection, providing a means of disseminating
information connected with the history and development of the
municipality." Four types of programmes are offered:
exhibitions, programmes for school students, special events and
archival reference service.

At present, the archives is operated by one full-time
archivist and one part-time archivist who works four days a
week. Hours of operation are Tuesdays to Saturdays, 10:00 a.m.
to 4:00 p.m.

1. General Definition

Archivist B defined outreach as "any activities that we
would undertake either individually or jointly with the museum
or education departments; these initiatives are over and above
our reference service." Archivist B believes that outreach is
an "integral and important component of a successful archival
program." The archives, as part of Museum Heritage Services, is part of a "three pronged program" : 1. collection and preservation 2. public access and 3. outreach and extension. Outreach is an "integral component" of its archival program, and "it is built into the overall program as having equal importance with collections management and public access, rather than something done on an ad hoc basis if time or resources permit."
The Heritage Services Division consists of three departments: archives, education and curatorial. Heritage services are provided to the community through the integration and cooperation of these separate sections.

2. **Budget Requirements**

Resources necessary for outreach initiatives are taken into account during the annual planning process of the Museum Heritage Services Division. Although she receives advice and assistance from The Museum and Archives Advisory Board, the archivist is responsible for final decisions regarding the allocation of resources for outreach.

The funding for outreach comes from three separate accounts. A photography account for the archives consists of $900 specifically for the archives exhibition program. As well, the archives has access to $4,500 in an administrative publicity account available to all three sections for promotional materials. A general material and supplies account provides $2,900 but no more than one quarter of it is spent on public programs.
Archives B has also received a number of different grants from outside funding agencies to assist with outreach. Sponsorship proposals are an integral component of the annual work plan, and are planned a year in advance. The Museum and Archives Advisory Board has a responsibility to assist staff to pursue sponsorships so that "sponsorship isn't just entirely a staff initiative it can be perceived by the person or agency or the business that we're approaching that there is a community commitment to generate these funds." The archives has received additional funds from The Ministry of Forests, The Bank of Montreal, The Historical Society, as well as local businesses. Last year, Archives B spent a total of $3,200 on outreach. The total does not include staff time, because "staff time is allocated to outreach because it is a priority and part of our regular duties and work plan."

3. Creative Aspects

Archivist B admits that staff do not have any problems developing innovative and creative ideas for outreach initiatives and notes that "often we have more ideas than our resources will allow us to pursue." Archives B has in place a formal and established process for articulation of creative ideas. The archivist and assistant archivist are responsible for preparing a submission every year with suggestions for outreach initiatives. Staff members keep an on-going file of ideas that "usually come from working with the archival records." In July, the archivist, curator and education curator meet to discuss ideas for the annual public program for the coming year. The
goal is to develop a program with an archives, museum and education component. The finished plan is then submitted to the board for approval. Although it does not have any input, the Parks and Recreation Commission receives the plan as a matter of course.

Members of the Museum and Archives Advisory Board represent the general public to insure that the public program reflects the best interests of the community. Although Archives B has a systematic and well planned approach to outreach initiatives, it still leaves a certain amount of flexibility in its plans in order to respond to spontaneous requests from community organizations. Requests are discussed by all staff members in terms of additional resources required, and if at all possible, additional requests from community groups are accommodated.

4. Publicity

Advertising of outreach and public programming is also included as a component of the annual work plan. Media announcements are sent to local newspapers, radio and television stations according to a distribution schedule outlining when and to whom announcements will be released. Archivist B estimated that the archives is covered in the local media twenty to twenty-fives times a year. This publicity, she notes, is substantial, and includes much more than an advertisement of open hours. Programs are also advertised by flyers, posters and a quarterly brochure produced by the Parks and Recreation Department.

5. Implementation of Outreach
Archives B has implemented a wide variety of outreach initiatives such as exhibits, lecture series, brochures, television productions and school programs. The archives is responsible for both temporary in-house exhibits as well and travelling exhibits. Exhibits are installed every two months into the temporary exhibit case in the Archives' entrance and every six months on the corridors leading to the archives. As well, the Pioneer Exhibit and 1881 Hall are permanent archival exhibits redone every five years.

The archives has also developed an extensive travelling exhibition program or "extension exhibits" that travel to local public facilities such as libraries, senior centres, and city hall. Last year the exhibit "Men, Beasts and Trees" travelled to local facilities, and this year will travel outside the city. Special event exhibits such as The City Celebration exhibit also travelled to a number of venues in the city. Museum, archives and education staff are jointly responsible for the delivery and installation of exhibitions at each of the scheduled venues. In 1989, the archives provided libraries in the city with standardized exhibit cases, so that the same exhibit could travel to six different venues.

In addition to in-house and travelling exhibits, the archives has also implemented a wide variety of other forms of outreach. Regularly scheduled historical articles are published in a local newspaper twelve times a year. The archives, the museum, and the library are each responsible for submitting four articles during the year, with the archives responsible for co-
ordinating the program and acting as liaison with the newspaper. In 1989, a historical retrospective "Conversations with the Past" was produced in conjunction with a local cable station. It is aired on a regular schedule throughout the year. The "Community Connections" Program produced by a local cable station also provides an opportunity for staff members to advertise the services of the museum and archives. The archivist has used photographs, maps and textual records on this program to promote the awareness and use of archival records.

Archives B uses printed material such as brochures, calendars and postcards to promote public awareness and use of archival holdings. They have produced three different brochures for this purpose: a genealogical brochure, an historical photographs brochure and a general archives brochure. The general archives brochure emphasizes the legal value of archival records and the importance of accountability through record-keeping. Also, the archives had a regularly scheduled lectures series focusing on a variety of topics such as: historic photographs, genealogical research, preserving family records, historic architecture and book-binding. Unfortunately, the lectures were not popular enough to warrant continuing this initiative and a joint decision was made to cancel them. However, the staff are going to launch this project again in 1995, and hope that Saturday lectures will prove more popular if they are offered during day time hours.

Although Archives B has not produced education kits, they have "worked at fostering the use of the archives with teachers,
not on any kind of co-ordinated level with the school district, but we have promoted the various uses of archival resources and they bring their classes in." Students come to the archives because "coming to the archives is part of the educational experience as a whole." Students come to the archives in groups of ten and work on a research project assigned by their teacher. The archives has also worked co-operatively with the education and museum sections on a school program called Family Treasures. This very successful project resulted in strong ties between the school district and the Museum Heritage Services Division.

As part of their annual program plan, the archives has commitments to regularly scheduled community events. Every year, the archives produces an exhibit focusing on pioneer settlement as part of city council's appreciation for senior citizens. In addition, the archives also takes part in the local library's genealogy open house by giving lectures on researching at local archives. A partnership has been established with the organization responsible for the local fall fair. The archives mounts an exhibit at the fair, and staff are able to promote awareness of the archives. This has been a very positive experience, and has generated an "incredible response from the public."

Archives B has four volunteers who provide assistance in many areas of the outreach program. Volunteer staff are involved in all stages of the exhibition process, and are also important in the recruitment of new volunteers. During recruitment, displays are set up in malls and existing volunteers promote
awareness and use of the archives and talk to the public about their positive experiences as volunteers.

Volunteers have also been instrumental in the acquisition of archival records. The archives was approached by the past Deputy Fire Chief who wanted to document the history of the fire department through an oral history program. The archives provided the training necessary and a list of contacts and he went into the community to record interviews with fire fighters. As a result of this project, the archives established a very positive relationship with the Professional Pioneer Fire Fighters Association, an organization dedicated to preserving the history of fire fighting and emergency services. The archivist reports that this volunteer has been such an advocate for the archives that all the volunteer fire halls and the fire department have donated their records. She notes that "this very successful outreach program has resulted in an incredible donation of significant records to the archives - and that was just responding to an interest on the part of an individual citizen."

6. **Museum Involvement**

Archivist B reports that Outreach initiatives are undertaken to promote support and awareness of all three sections of the Museum Heritage Services Division. However, not all outreach is a co-operative effort among the three divisions. There is the recognition that some initiatives may not lend themselves well to co-operation and "could be solely an archives or museum initiative."
The majority of exhibitions produced by Archives B are thematic or celebratory. Exhibits displayed in the archives temporary exhibit case are designed using a combination of textual records and historic photographs relating to a particular subject. The archives also produces exhibits that are representative of the fonds of a particular organization or individual. An exhibit of a series of photographs from the fonds of a commercial photographer or records of an organization such as The Oddfellows emphasizes that archival records are naturally accumulated as a result of the daily activities and functions of their creators.

Based on an article entitled "A Day in the Life of an Archivist" in a publication from The American Association of State and Local History, the archivist proposed to mount an exhibit tracing the activities an archivist would undertake during the day. This proposal was not well received by the Museum and Archives Advisory Board because they believed "it was boring and the public would not be interested." The archivist notes however, that she feels this type of exhibit can be very valuable and hopes to pursue the idea again next year.

7. Evaluation

Archives B conducts written evaluations of all exhibits in the extension or travelling exhibition program. The archivist reports that all public institutions involved in the exhibition program have reviewed it as positive. In addition, the archives initiated their first survey in 1994. The goal of the visitor's survey was to judge the success of outreach initiatives, and to
assess the resources allocated to this facet of the operation. The survey developed jointly by museum, archives and education staff was available only at the Museum and Archives for a six month period. This short survey only asked seven questions: where do you live, have you or anyone in your household visited here before, what is the reason for your visit, how did you hear about us, what did you like best, was there anything missing that you expected to find, what could we improve?

In addition to participant evaluation forms, the archives keeps detailed records relating to all of its outreach activities. These files provide essential information documenting funding and staff time allocated to a specific project.

Archives B has many innovative plans for future outreach initiatives. During 1995, it will begin a program entitled Community Curators Series. Museum and Archives staff will provide interested members of the public with the skills necessary to curate an exhibit. Co-ordination and assistance will be provided by museum and archives staff who will train participants in all aspects of exhibit work including: research, handling and preservation. The Community Curators Series is an attempt to "allow the community to tell us what is important, the feeling is that we need to be empowering the citizenry to tell us what they want rather than us deciding what's good for them."

CASE STUDY THREE

Archives C is located on Vancouver Island and serves a
population of seventy thousand. In 1966 an archivist was paid five hundred dollars to prepare a preliminary study outlining the feasibility of establishing an archives. The archivist's position was paid by honorarium until 1973, at which time he was given an archival budget and part time clerical help.

Administratively, the archives operates as part of the office of the Director of Administration. Presently, the archives has an archives manager, archivist and an archives assistant.

The mandate of the institution states that "The archives endeavours to promote a greater awareness and appreciation of the heritage of the city through the acquisition and presentation of archival records and co-operation with other heritage organizations and archival institution." Archives C has recently extended open hours to Monday through Friday nine-thirty a.m. until four p.m.

1. General Definitions

When asked to define outreach Archivist C uses the definition in the archives mandate "we endeavour to promote a greater awareness and appreciation of heritage through the acquisition and presentation of archival records in co-operation with other archival organizations and institutions." Outreach he notes "is not important in the sense that it's a great consumer of resources, and in fact I have reduced the amount of outreach that's gone on." Archivist C regards outreach as a low priority in terms of time and resources and admits that "I may have that aversion to it because it was such a high component to the
exclusion of other things when I came, and I felt it had received fair due and had to be tempered." However, he notes that although it is "quite low down on the priority list, a thread of it runs through everything we do." His philosophy about outreach is to look for opportunities that will result in maximum profile using a minimum of resources.

2. **Budget Requirements**

Archives C has no specific money set aside in the budget for outreach initiatives. A category entitled office supplies is used to produce photograph reproductions for exhibitions. Grants from outside sources are regularly received for projects involving arrangement and description, but the archivist has never applied for money from outside sources for outreach noting that "my philosophy is that you only have a limited number of successful grant applications." The archivist has complete control over the budget for the archives.

3. **Creative Aspects**

Archives C does not have a defined process for the articulation of creative ideas for outreach, taking a more passive than active approach to outreach. The majority of ideas for outreach projects are conceived by various heritage groups, who approach the archives.

4. **Publicity**

Archives C has not developed a strong relationship with the media, and very rarely uses television, newspaper or radio to promote awareness of the archives or advertise outreach initiatives. A vast majority of outreach initiatives are
implemented as a result of a requests from community groups, and therefore advertising of the programs is judged to be seen as their responsibility.

5. Implementation of Programs

Archives C has implemented outreach programs such as exhibitions, school tours, publications, lectures and cooperative activities with historically oriented organizations. The majority of outreach initiatives are the responsibility of the archives assistant, who is technical support staff not professional staff. Archivist C reports that outreach is not included the professional staff's regular duties. Archives C does not have any volunteers. Previously, the archives was responsible for mounting six thematic displays a year at the City Hall. The present archivist has reduced the archives portion of the exhibit program, but encourages other heritage groups to use the cases. The archives is now only responsible for two exhibits, one in the fall and the other at Christmas. The remainder of the year, community heritage organizations are invited to produce exhibits lasting three months each. The archives books the cases three years in advance, and reports a tremendous response to this new program. The archives does offer assistance to some organizations, while others may not require any help. The archivist reports that "the nice thing about it is, it fills the cabinets and it uses virtually none of our resources except some administrative time."

Archives C responds to requests to become involved in the larger heritage community. Recently, it was approached by the
local museum to participate in a community showcase event. The archives mounted two displays focusing on women's history and civil defense. The archivist notes that although these exhibitions required a great deal of preparation, they provided wide exposure for the archives.

Although Archives C has never initiated a lecture series, the archivist will give special lectures if approached by outside groups. The archivist reports that, "we certainly don't actively search out opportunities, but if people call and are looking for a speaker I will go." He has a standard lecture focusing on the research potentials of maps and plans. Also the archivist has provided lectures to a wide variety of community groups on the nature of archives and archival material. He has done twelve of these in the last four years.

Once or twice a year the archives is featured in a newspaper article focusing on a new acquisition. Recently, after completion of arrangement and description of a large series of maps, a report on the project appeared on the second page of a local newspaper.

Although Archivist C admits that staff have often talked about producing a brochure promoting the archives, this has not yet been done. He notes that "brochures become dated, and I don't know how useful they really are." However, he does admit that they may be useful to send out to other facilities like libraries.

The archives has attempted to develop relationships with secondary and post-secondary schools by providing "tours" of the
archives, acquainting students with the research potentials of primary source material. The tours, targeted mainly towards university students, have been moderately successful, but he notes that the students are "slow in coming back". Tours he says are difficult in that they are time consuming and the size of the reference room only allows small groups. The archives does not promote their tours, and will only provide this service when they are contacted. The archivist notes that he would like to further develop this area, because it "physically brings people to the archives."

Archives C has not produced an education kit for students, and the archivist expressed some reservations regarding this type of outreach. He remarks that "we would be happy if the school wanted to produce a school kit, and would be pleased to assist them, but our job is to provide access to the materials with the school having the role of researcher." Archivist C recommends that rather than providing all the staff and resources to complete a project like this, archivists should take their ideas to the consumer and have them produce it. It is very risky for archives supplying all of the resources for any project, because as he says "there is no commitment or investment from the other institution." Scarcity of resources also dictates that this type of outreach is a low priority.

Another component of the archives' outreach initiatives beyond exhibition is participation in the larger heritage community. The archivist regularly attends regional and
provincial heritage meetings such as Civic Heritage Trust, and the Heritage Council of B.C.

Archivist C sees the archives' primary role as a "service to the city bureaucracy" and believes he has the responsibility to raise the profile of the archives within the Clerk's Department. The archives produces an annual report outlining new acquisitions, outreach activities, reference services and a financial statement. The report is a valuable source of information for city council and employees, as well as a wide variety of heritage groups. The archives participates in staff orientation courses, giving tours of the archives as well as speaking to each session. In addition, the archives division provides advice and service to all city departments in regard to the Freedom of Information and Protection of Privacy Act.

Archives C also participates in regularly scheduled community events such as Heritage Week. In conjunction with this event, the archives has produced three thematic exhibitions; a map exhibit, architecture then and now and an exhibition of historical photographs of local people that are rotated every year so they can be used more than once. Archivist C notes that "the thing I hate about displays is you invest this huge amount of time in it and you do it for two months and you're done, so I like to rotate them and use them more than once."

Archivist C has been asked to participate in an outreach initiatives that he felt were inappropriate. For instance, a television station requested that he participate in a program discussing a water tower, which is a well known landmark.
Although he does not want the media to feel he is uninterested, neither does he want to perpetuate the myth of the archivist as the city historian. He notes that "if you promote yourself exclusively as a heritage vehicle then you play a different role and heritage to me is a hungry monster, it could consume all your resources easily and to me it's not the job."

Archivist C notes that previous to his appointment, the archives was only open in the afternoon, limiting public accessibility. There was, he maintains, a philosophy that archival material was "special and unique and should be preserved forever," but use was not an issue. His philosophy is "that in using it over a hundred years if it becomes destroyed fifty years faster than it would before, well so be it, because the whole purpose is to use it, otherwise we could destroy everything and it wouldn't matter because no one would be using it anyway." Archivist C has attempted to promote the use of records by increasing open hours to Monday to Friday all day.

6. Museum Involvement

This section of the interview schedule was not applicable.

7. Evaluation

Archives C has never undertaken participant evaluations of outreach activities. They do create documentation relating to the exhibition space at the City Hall, but only to serve administrative needs rather than future planning and development.

Archivist C reports that he has no specific plans for the future regarding outreach, but would rather "look for
opportunities as they come up." He does note however that he hopes to provide more tours of the archives, and has often considered implementing an outreach initiative entitled "Archives in Your Attic" in cooperation with other regional archives. This programme promotes the publics' awareness of the values of records they may have in their own homes, and focuses on preservation concerns.

CASE STUDY FOUR

Archives D is located in a small municipality in the Fraser Valley. In 1974, the historical society established the museum and archives. The archives served as an auxiliary operation of the museum until the mid 1980s when the local historical society established an Archives Advisory Committee to develop guidelines for the care and management of archival materials. In 1994, a grant was secured from the municipality and a new three thousand square foot archives was constructed. At the same time, the first archivist was hired for twenty hours a week.

The archives relies heavily on volunteer labour for all facets of its operation, and would not be able to provide the present level of public service if it were not for the extraordinary contribution of volunteers. Archives personnel include volunteer senior management and volunteer support staff. Senior management positions are comprised of: archives assistant, administrative assistant, staff coordinator and facilities coordinator. In addition, there are twenty-two volunteer support staff responsible for reference service and related duties.
The District Historical Society is governed by an operating board comprised of four officers and six trustees responsible for administering the archives with an operating grant provided by the municipality.

The Community Archives Statement of Purpose and Objectives notes that one of the objectives of Archives D is to "increase public awareness, knowledge and understanding of the Archives role and programs to preserve the community's documentary heritage." 6

The archives is located in a new facility physically separate from the museum, and serves a public of thirty thousand. Hours of operation are Wednesday to Friday from 10 a.m. to 4 p.m. and Saturday 9 a.m. until 12 p.m.

1. General Definition

Archivist D defines outreach as "a range of programs that are undertaken to communicate the purpose, roles and functions of an archives in a community" it "should promote acquisition, preservation and use of records, and is relevant to the entire mandate of the institution."

She believes that outreach is an important component of an archives program and notes that "to truly be a community archives, and to become the main repository for the materials of value to the community, outreach is the only way to do it." Outreach is at the top of her priority list at all times. "I have always felt outreach was important, and realized right away that it was one of the major functions of an archivist because you have to educate people." She further notes that "to hear
that another archivist does not think outreach is important or does not see it as a priority, I find that hard to understand, because to make a program work, it is an integral part of a successful archival program."

2. **Budget Requirements**

Although Archives D does receive a grant from the municipality for wages and the general operations of the archives facility, it does not allow for the allocation of any funds for outreach initiatives. Funding from outside granting agencies, sponsorships and fund-raising activities are necessary to implement any outreach programs. Although she has little control over money received from the municipality, the archivist maintains full responsibility for final decisions regarding the allocation of money received from all outside sources, admitting that "when it comes to fund-raising there probably isn't anything I haven't done."

Archivist D does not believe that outreach has to be a costly endeavour. Projects may cost as little as two hundred dollars, but are "invaluable in terms of the support and awareness they can generate for the institution." She makes a valid point when she says "the thing about outreach is focus and knowing what your purpose is, you must ask, why is the archivist doing this and why are we allocating resources to this project and what do we hope to gain from it." Last year, the archives spent a total of three thousand dollars on outreach initiatives. All the money was acquired from outside sources.
In 1992, Archives D received forty five thousand dollars from B.C. Heritage Trust, the Japanese Redress Foundation and The New Horizons Program to mount an extensive exhibit. Archivist D reports that local sponsorship also plays an important part in the implementation of outreach programs, "we certainly always approach local groups and organization for money." However, she emphasises money is not the only benefit of sponsorships. More importantly, they help to involve local businesses and organizations with the archives, generating community support and a positive profile.

3. Creative Aspects

The archivist reports that she does not find it difficult to come up with creative ideas for outreach programs, "It is not hard to be creative, I have so many ideas when it comes to this sort of thing." Creative ideas for outreach initiatives are developed by the archivist and outside sources such as members of the general public and community groups. The archivist reports that sometimes members of community groups and organizations approach the archives asking for assistance with a particular project. Some groups have a definite idea of what they would like to do, and take full responsibility for the project themselves. However, more often they provide the resources necessary for materials, but rely on the archives for the creation and implementation of the project.

4. Publicity

Archives D has made an effort to develop strong relationships with the media. Newspaper articles, cable T.V. and
Radio assist the archives in the advertisement of outreach programs, and to promote community awareness and support. During the past year, the archives has preferred to use newspapers to promote the archives, in particular the acquisition of new records. Full page newspaper articles provide an excellent way to promote awareness and use of the archives. These articles appear on average six times a year.

5. Implementation of Outreach

Archives D has implemented a wide variety of outreach initiatives including school programs, special lectures, slide shows, brochures and exhibitions. The majority of these programs are carried out co-operatively with other community organizations. The archivist believes that "we can't do a lot by ourselves in community archives, we really have to draw other people in for support with resources and staff."

The archives has developed a strong relationship with the school district, and provides educational programs for students in grades ten, eleven, and twelve. Students are introduced to primary source material, and acquainted with research potentials in their community archives. The archivist reports that this program has been a tremendous success, and both the students and teachers were "very excited and impressed with their experience."

Special lectures by the archivist and outside lecturers are also a component of the outreach program. During Heritage Week, the archives co-operates with the museum to provide a lecture series covering a wide range of topics of historical
interest. Also, the archivist regularly speaks to groups such as the librarians and school teachers.

The archives has developed a slide show presentation used to promote the archives to community businesses and organizations. The primary goal of the presentation is to educate records creators about the services offered by the archives. The archivist reminds community organizations that they "are an integral part of this community and need to consider what is happening to the records they generate." Records creators are encouraged to donate their records to the archives as a resource for the community and also to "facilitate their own work." This successful program has resulted in acquisitions from The Rotary Club and The Agricultural Association.

In 1988, the archives developed a brochure advertising the archives in terms of acquisitions, preservation and public service. The present brochure is outdated, and the archives has plans to produce a new one. The archivist reports that "the Board of Directors felt very strongly that they wanted a joint brochure advertising the museum and archives." A combined brochure has not been written because neither the curator nor archivist felt it was appropriate to split a brochure "50/50." The curator has since developed a museum brochure using desktop publishing, and the archivist has plans of her own.

Exhibitions account for the largest component of the outreach program. The archives has produced a variety of exhibitions, including small temporary exhibits in the archives
facility, an elaborate exhibition that was displayed in the local arena and exhibitions produced in conjunction with a variety of community organizations. Although the majority of these are thematic or celebratory in nature, they have also mounted functional exhibitions.

An exhibition mounted in 1992 resulted in a dramatic improvement of the archive's profile within the community. Funding for the project was provided through grants from B.C. Heritage Trust the Japanese Redress Foundation and The New Horizons Program. The archivist describes this project as "multi-dimensional" with many goals: to acquire records of a particular group, acknowledge their unique contributions and educate the community about their history. Archivist D reported that "many people came to the exhibit having no idea about what archives were and the uses of records." Archivist D believes that an increase in the archives' profile within the community and user statistics were a direct result of this exhibit. Archivist D adamantly maintains that the success of this exhibit was responsible for the archives acquiring a new building in 1994.

Archives D also uses sponsorship money to produce exhibitions in the archives' temporary gallery. The new archives facility includes an environmentally controlled exhibition space with windows directly facing the street. The archivist has approached four community sponsors with a unique idea to promote awareness of the archives through temporary exhibits. Four local businesses or community organizations are asked for fifty
dollars to sponsor an exhibit of their choice. The organization receives free publicity for four months and a tax receipt, while the archives is able to pay for a portion of the exhibit costs and fosters strong ties with the community.

The archivist notes that while the it is important to try to generate some revenue to cover the cost of exhibiting, this is not the only goal. She points out that "it's not only a monetary issue, it goes a lot deeper. The important thing is to bring in these other groups and for them to become spokespeople for the archives. People really do respond to this and it generates a good feeling in the community about the archives." Sponsorships she says "provide the opportunity to bring in other groups and get them involved in the archives, our new setting allows us to reach many new audiences and that is worth its weight in gold."

Although the majority of their exhibits have been subject based, Archives D has also used functional exhibits to promote awareness and support of their archival program. An exhibit entitled "What are Archives" explained acquisition, preservation and public service. Another, "Your Community Archives" emphasized that archives play an integral and interactive role in the community. Both of these exhibits were very well received by the public.

Archives D often co-operates with other institutions and organizations to implement outreach programs. The archives has a formal relationship with the genealogy club who use the archives facility for their meetings once a month. In exchange,
the club permits their genealogy resources to be housed in the archives, allowing public access. The archivist has also approached the local genealogy club regarding a joint production of a brochure entitled "A Genealogical Guide to the Archives." The archivist points out that "we really can't do a lot by ourselves in community archives, we really have to draw other people in for support with resources and staff."

The archives does participate in regularly scheduled community events if resources permit. An annual trade-show provides an opportunity to publicize the archives through exhibits. This event is very successful for volunteer recruitment and often results in new acquisitions of archival records.

Archives D relies heavily on volunteer senior management and volunteer support staff to carry out all facets of their archival program. However, Archivist D remarks that "all volunteers are interviewed and ninety percent of them aren't the least bit interested in outreach and public relations, which amazes me." She does have a small core of volunteers with whom she works well who assist with all phases of exhibit work as well as other outreach projects involving contact with the general public. The majority of volunteers though prefer working with the archival records and performing reference duties.

In addition, the archivist reports that she contributes an average of sixty volunteer hours per month, and in 1994 she accumulated five hundred hours from April to December. Archivist D does recognize that anyone replacing her may not give as
freely of their time. However, she stresses that, "I'm doing it because I want to, it's a desire and need on my part because I do still want to be part of that volunteer corps apart from being paid staff." She notes that The Board of Directors "expect me to put those hours in, but I don't do it for them."

6. Museum Involvement

Archives D is administratively and physically separate from the museum, with distinctions made between museum outreach and archives outreach. Although the curator and archivist both report to the Board of Directors past relationships between the two departments have been somewhat strained. The present archivist and curator are attempting to rectify this situation. The board has expressed concerns that the museum and archives are not working together, and as a result formalized structured meetings are held every two weeks to work on a long-range plan for co-operation between the two. The museum and archives have recently co-operated on a number of outreach projects such as Heritage Week, a lecture series and exhibitions. At the same time, the archivist does recognizes that exhibits educating the public to the functions of archives and record use will be entirely an archival initiative, and plans to continue with these.

7. Evaluation

Archivist D admits that to date a formal on-going method of participant evaluation has not been implemented. However, internal documentation relating to the development and
implementation of all outreach activities is generated in order to assist with evaluation and future planning.

Archivist D has implemented a wide variety of outreach programs, and has many creative ideas for the future. Programs for 1996 including outreach services have already been planned and are included in the Public Support and Use Profile.

The archivist has taken advantage of the free services of the Community Marketing Resource Bureau, and will be "exploring effective ways to market the archives, and develop a business side in order to generate revenue." She is also prepared to ask for money once a year from community organizations and businesses who have donated their records to the archives. Pointing out that "sometimes people don't realize that even with a volunteer staff it costs money to preserve them." Although Archivist D is comfortable and familiar with a wide variety of fund-raising techniques, she admits that, "I can't recommend this for every archivist, it has to be something you're comfortable with."

Archivist D also has plans to assist with the development of instructional programs for high school and university students. She firmly believes that such a proposal will only be successful if it is developed in conjunction with teachers and the school board. Their assistance and input will ensure that they have an investment in the project. Although the archives will provide assistance, the kits will be produced by representatives of the school system. Archivist D has plans to
explore funding options for this project through the Ministry of Education.

Archivist D also has plans to stage many special exhibits in cooperation with community organizations, including; Scouts Canada, the Chamber of Commerce, Celebration of the Arts, Arts Council/Artists Association and the Agricultural Association.

The archivist is also exploring ideas for an annual fund-raising event for the archives, to recognize the unique contributions of members of the community to heritage preservation. Archivist D hopes this event will be a cooperative project that will also "facilitate our sister operation" (the museum).
1. Vancouver City Archives was used as a test site. An interview was conducted with City Archivist Sue Baptie, in order to identify any problems, and ensure that each of the four subsequent interviewees could be asked the same questions. This interview was conducted at Vancouver City Archives September 14, 1995.


CHAPTER 3:
ANALYSIS OF FINDINGS

This chapter provides analysis and comparison of the data collected during the interviews. The first question discussed is the priority or importance of outreach.

Three of the four community archivists interviewed for this study regard outreach as a high priority. They believe that outreach is not only important, but a fundamental part of regular activity. Their on-going commitment to outreach is demonstrated through regular allocations of funding and staff time to a full range of on-going and creative outreach activities directed towards a wide variety of user groups.

The results of this study indicate that archivists operating within three different administrative settings strongly believe that outreach is an important component of an archival program. They cite many benefits to be gained from the implementation of outreach activities, including; effective utilization of records, increased public awareness and support, and promotion of the acquisition, preservation and use of records.

Archivist C is the only interviewee that does not regard outreach as important, stating that "I place it quite low down on my priority list." Archivist C notes that he has tempered outreach activities because previous to his appointment they took precedence over basic archival functions. This interviewee's lack of regard for outreach may be more directly
related to past negative experiences rather than the fact that Archives C is administratively part of a Clerk's Department. Archivist A also operates as part of a Clerk's Department, but regards outreach as a high priority, regularly implementing a wide range of creative outreach initiatives.

The second topic discussed with the interviewees was the budget requirements for the implementation of outreach. The phrase "if it costs money it's out" definitely does not apply to the majority of archivists interviewed for this study. Three out of four of the interviewees are not discouraged by a lack of resources for outreach projects, and demonstrate a variety of unique and creative approaches to securing the necessary funding for outreach initiatives.

Ann E. Pederson and Gail Farr Casterline recommend that regular and separate budget categories be established for outreach initiatives. Separate budgets they note solve the problem of diverting money from other programs to fund outreach initiatives.² Three of the four archivists interviewed reported having access to money from separate budget categories for outreach activities. Archivist C allocates only minimal funding to outreach, and consequently does not have a separate budget category for this function.

The size of the institution does not appear to directly affect the amount of money spent on outreach initiatives. Archives A and B reported spending $1,200 and $3,000 respectively on outreach during the past year, while Archives D, the smallest institution, spent $3,000. Archives D is also the
only institution relying entirely on funding from outside sources to implement outreach activities. Although it receives a grant from the municipality, it is restricted to wages and the general operations of the archives facility. Archivist C was the only interviewee without a separate budget category for outreach and unable to give the cost of outreach activities carried out during the past year.

Ann E. Pederson in her account of the SAA's 1976 Survey believes that the only way to obtain an accurate account of the full cost of outreach initiatives is to include staff time in the calculations. The archivists interviewed for this study reveal that often the cost of outreach is calculated based solely on the finished product, such as the exhibition, publication or education kit, and does not take into account staff time. Both archivists A and C could not accurately give the full cost of their outreach initiatives as they had not kept complete documentation of the staff time required. Archivist A's comment that the staff time involved "was more than he cared to remember" suggests that a fair computation of true cost would be much higher. It is probably this higher cost including staff time which deters some managers from undertaking outreach. Archivist B notes that the three thousand two hundred dollars spent on outreach does not include staff time, because "staff time is allocated to outreach because it is a priority and part of our regular duties and work plan." This proper allotment of staff time is the reasonable way to account for cost.
Although three of the four archives have separate and regular budget categories for the implementation of outreach activities, this money is not sufficient, and must be augmented with funding from outside sources such as granting agencies, community sponsorships and non-profit special interest groups. Three of the four archivists interviewed believe that outreach is an important component of an archival program, and are willing to explore creative options for funding outreach projects. Archivist C is the only interviewee who has not explored funding options from community sponsorships or external granting agencies, noting that "my philosophy is that you only have a limited number of successful grant applications." Sponsorships from community organizations and businesses provide an entirely different source of funding than external granting agencies.

Archives B and D receive regular funding from community sponsorships. Detailed sponsorship packages outlining the goals and objectives of the project are developed the year before the initiative will take place, and presented to a community business or organization. Community sponsorships allow archives to carry out projects that would not be possible with existing funding. Recently Archives B used sponsorship money to purchase travelling exhibition panels, while Archives D relies on money from community sponsorship to produce in-house exhibits. Although sponsorships provide financial assistance to community archives, their benefits extend further than this. As Archivist
D points out, they play an important role in generating community support and awareness.  

External granting agencies are another important source of funding for outreach projects in community archives. Archivist B and D are both very well informed regarding money available from outside sources, and are willing to write the necessary grant applications to secure funding. Grants have been received from B.C. Heritage Trust, the Japanese Redress Foundation, the New Horizons Program and The Ministry of Forestry. Archivist A has access to money from the "Friends", and therefore does not need to explore external sources of funding.

The third issue discussed related to creativity. The respondents interviewed for this project dispel the stereotypical view of the archivist as "permanently humped, moleish aged creatures who shuffle musty documents in dust-filled stacks for a purpose uncertain." They provide a different picture of archivists as highly creative and talented professionals, actively involved in promoting the awareness and use of archives and archival records. Three of the four archivists interviewed displayed a great deal of creativity in their approach to the conception and development of outreach initiatives.

Archivists A, B and D all report that they do not find it difficult to be creative. Three of the archivists interviewed have no difficulty developing creative ideas for outreach programs, and in fact often have more ideas than resources will
allow. Only one of the interviewees, Archivist C takes a more passive approach to outreach, relying on community organizations and groups to provide creative ideas for outreach.

The majority of the creative ideas for outreach programs are developed internally by archives staff and volunteers. However, Archives A, B and D have a formal structure in place to ensure that the public have some input into outreach initiatives. Archives A receives input from the "Friends", a group comprised of interested members of the community, while Archives B relies on assistance from the Museum and Archives Advisory Board. The District Historical Society provides interested members of the public with an opportunity to contribute to outreach initiatives developed by Archives D.

This study reveals that archives prefer to have a defined process in place for the articulation of creative ideas. Although some projects are developed through informal discussions, three of the four have developed a formalized method for the discussion of ideas, ensuring that outreach initiatives are an integral component of the annual work plan, rather than projects carried out on an ad hoc or sporadic basis. Archives C is the only institution without a defined process for the articulation of creative ideas, relying entirely on informal meetings and discussions.

The next topic of discussion was the implementation of outreach initiatives. Outreach advocates such as Ann Pederson and Elsie Freeman Freivogel have encouraged archivists to expand their traditional view of users, and recognize that they have
many publics. The respondents interviewed for this study have demonstrated a commitment to provide archival services to a wide audience including; primary, secondary and post-secondary students, professional groups such as teachers and librarians, local historians, environmental consultants, community businesses and organizations, and genealogists. The wide variety of creative outreach initiatives implemented by the respondents demonstrates an acute awareness and sensitivity to the responsibilities and obligations of publicly funded institutions.

This study indicates that archivists recognize the importance of developing positive relationships with a broad spectrum of the community. The archivists interviewed for this project participate in a wide range of regularly scheduled community events such as: Heritage Week, fairs, open houses, pioneer celebrations, trade-shows and festivals. These events draw large crowds, and provide excellent opportunities to increase public awareness and strengthen ties with the community. In addition, all of the respondents have co-operated with various groups in their communities to implement outreach initiatives. Archivist D makes a valid point when she says, "we can't do a lot by ourselves in community archives, we really have to draw other people in for support with resources and staff."

The four archivists interviewed for this project have implemented a wide variety of outreach initiatives requiring skills that are not part of a professional archivist's
education. Unlike their colleagues in the museum field, archivists are not provided with training in exhibit design, school programming or graphic art. Despite their lack of training in these areas, this study would indicate that archivists are willing to acquire the skills necessary to implement highly professional outreach initiatives.

This study also indicates that exhibitions are the most popular form of outreach in community archives. Although the scope of exhibitions programs varies considerably, all four archivists have responsibilities for a regular exhibition program. They mount four types of exhibitions: thematic, celebratory, institutional and functional.

Thematic exhibits "informing the audience about a chosen subject from an historical point of view" and celebratory exhibits "drawing attention to a person, place or thing that warrants special recognition" are the most popular type of exhibitions mounted by the four respondents. Both Archives B and D regularly mount exhibitions using a combination of textual records and historic photographs, augmented with artifacts from the museum collection. Despite the fact that unique archival relationships may be lost when records are taken out of the context of the fonds and treated as discreet items, thematic and celebratory exhibitions remain very popular.

Although not as popular as thematic and celebratory exhibitions, institutional exhibitions promoting the holdings of the archives and the archival institution have been mounted by two respondents. Archives A and D have both produced exhibitions
that are representative of the fonds of a particular community organization or individual. Archives A has exhibited a series of photographs from the fonds of a commercial photographer and the records of The Oddfellows to emphasize that archival records are naturally accumulated as the result of the daily activities and functions of their creators. Archives D regularly mounts an institutional exhibition at an annual trade-show to promote community awareness of the archives and recruit volunteers.

Functional exhibitions serve to educate the audience about archival theory, methodology, and practice. Although often considered dull and uninteresting, results of this study indicate that archivists have successfully mounted this type of exhibition. Two functional exhibitions mounted by Archives D "What are Archives" and "Your Community Archives", have become a regular component of the exhibition program because they were so well received by the community.

Archival literature is replete with examples of the benefits to be gained from strengthening the link between the archival system and the education community. Results of this study indicate that all four archivists are actively engaged in outreach initiatives to strengthen relationships between the archives and all levels of the school system. The most popular type of education oriented outreach are information sessions and school tours for secondary and post-secondary students. Used to promote the awareness and use of archival records in the education system, these initiatives have been met with very positive response from teachers and students.
Archivist A is the only respondent who has developed an education kit. The negative experiences of Archives A may warrant a word of caution to other institutions planning a similar project. As reported by Archivist A, The Archives Exploration Series required a substantial amount of staff time and resources. In the case of Archives A, the project was initiated, developed and funded entirely with archival resources. The lack of commitment of resources on behalf of the education system may in part be responsible for their lack of interest in using the product. Archivist D also plans to develop an education kit during 1996, but cautions that archives education kits "will only be successful if developed in conjunction with teachers and the school board. Their assistance and input will ensure that they have an investment in the project."

Advocates of outreach assert that it can be used to expand archival functions such as acquisition, preservation and use, therefore supporting the institution's mandate. Kathleen D. Roe in her essay "Public Programs" notes that

the basic archival functions of acquiring and preserving records with archival value can be expanded through the use of public programs. Secondly, public programs can increase and encourage use of archival materials.

Respondents interviewed for this project bear this out. This study indicates that outreach initiatives can be used to successfully support the mandate of an archival institution. Consider for example, the outreach initiative implemented by Archives D involving an oral history project resulting in
numerous acquisitions of significant records from volunteer fire halls and the fire department. Similarly, Archives D developed a slide show presentation directed towards local community businesses and organizations has resulted in acquisitions of records from The Rotary Club and The Agricultural Association. Archivist D also adamantly maintains that outreach initiatives, in particular an exhibit mounted in 1992, are directly responsible for a dramatic improvement of the archives' profile in the community, and are ultimately responsible for the new archival facility.

Results of this study indicate that the administrative structure of an institution has an impact on the type of outreach initiated by the archives. Archives A and C, both part of a Clerk's Department, and the designated repositories for government records, are actively involved with internal outreach projects promoting awareness and support of the archives within the city bureaucracy. Although Archives C takes a rather passive approach to outreach initiatives directed to the community, internal outreach initiatives such as the Annual Report and regular tours and information sessions for city staff are provided on a regular basis. Archives B and D both acquire records generated by their respective local governments, but are not the official designated repositories. Outreach initiatives implemented by these archives are directed externally to the community rather than internally towards the local government. Archives B and D implement the majority of the outreach initiatives in conjunction with community groups and
organizations. The majority of their outreach initiatives take place in the community rather than in the archives. Archivist A who is very enthusiastic about outreach, implements the majority of initiatives within the Cultural Centre, only occasionally going into the community or co-operating with community organizations or businesses.

This study indicates that volunteers play a vital role in the implementation of outreach activities in community archives. Archives A, B and D all rely on volunteers to assist them with outreach activities that would not take place otherwise. Archives A uses volunteers for research projects such as historical newspaper articles and short publications, while Archives B and D heavily rely on volunteers for all facets of their outreach program. In the short term, volunteers can assist the institution to accomplish overall its goals and objectives, but more importantly as Archivist B and D have discovered they are excellent ambassadors for the archives.

Although three of the four respondents are pro-active and enthusiastic about outreach, they reveal a reluctance to allocate staff time and funding to initiatives that may communicate the wrong message to the public. None of the respondents demonstrate a willingness to abandon established archival theory in exchange for increased awareness and support. The initiatives reported in this study do not run counter to accepted archival theory, indicating that the interviewees regard the archival record as their first priority.
The interviewees do not hesitate to reject outreach initiatives regarded as inappropriate. As an example, Archivist A rejected an opportunity to participate in a Wine Festival when it was suggested he "bring out old books or something." Similarly, Archivist C turned down an opportunity to appear on T.V. as the local historian. Opportunities for outreach present themselves on a daily basis, but unless they are evaluated with respect to the mandate and goals of the archives they may be detrimental rather than beneficial.

Ian Wilson in his essay "Towards a Vision of Archival Services" notes that "many archivists limit use by continuing to set their reference and retrieval hours to coincide with the working day...effectively eliminates a substantial portion of the population."\(^{14}\) Two of the respondents interviewed for this study, Archivist B and C, have changed their hours of public access in order to accommodate the needs of their community. After conducting a user survey, Archives B changed open hours to Tuesday through Saturday in order to provide access on a day outside of the average work week. Archivist C felt that limited hours of access did not serve the public's best interest, and has substantially increased the archives' open hours during the week.

The majority of archivists interviewed for this study believe that advertising is an important component of successful outreach initiatives. Archivists have the necessary skills and talents required for the production of advertising, only rarely contracting the services of outside consultants. The most
popular types of publicity; brochures, posters, flyers and press releases, are developed in-house by archival staff. Archivists A and B report that their archives also receive substantial coverage by the local media anywhere from ten to twenty-five times per year.

Archival literature suggests that evaluation is an essential component of outreach. Ann E. Pederson maintains that archivists who commit thousands of hard-won dollars to creating a product without any thought for its success, are guilty of being "penny-wise and dollar foolish."  

Similarly, in a recent article Timothy Ericson notes that archivists need to "concentrate more on the impact of our outreach activities, and the lessons we have learned from them - in other words to evaluate our efforts."  

The evaluation process enables archivists to determine the strengths and weaknesses of outreach initiatives, providing valuable information for future planning and development. The results of this study indicate that although the respondents are aware of the need for systematic evaluation of outreach activities, evaluations are not done on a formal, on-going basis. There is a tendency to carry out evaluations on a sporadic or project-specific basis. Two types of evaluations most commonly implemented by community archivists are surveys/questionnaires directed at participants, and reports generated by archivists for internal administrative purposes.

Pederson and Casterline recommend questionnaires or surveys be short, clear, concise and include questions such as "how did
you learn about this program". Questionnaires directed at participants should also ask for suggestions for improvement. The surveys administered by Archives B and C met these requirements, asking a maximum of seven concise questions, including a question related to how the program could be improved.

All four of the community archivists interviewed for this study create permanent written records documenting outreach initiatives. Ideally these records should include: the purpose and history of the project, the amount of staff time required, total costs including staff time, any revenue generated, publicity related to the project, a summary of the contents and an overall assessment of the programs positive and negative attributes. The results of this study indicate that all of the archivists create documentation consistent with the recommendations of Pederson and Casterline. Although reports do not always include all of these elements, it is clear that archivists are aware of the importance of generating records to assist in the evaluation process and are making attempts to create records necessary for the future planning and development of outreach initiatives.

Three of the four interviewees have outreach activities planned for the coming year. By January 1995, archives A, B, and D had already scheduled outreach initiatives for 1996. Annual work plans allocate funding and staff time to outreach initiatives ensuring that outreach is an integral component of
the archives' future projects rather than sporadic or isolated events implemented on an ad hoc basis.

The overall results of this study indicate that outreach can be a positive experience for community archives. When outreach initiatives are tied to the mandate of the archives they can be used to accomplish the overall goals and objectives of the institution. Community archives have an obligation to provide service to the public. Well planned and properly implemented outreach activities can provide archivists with new and exciting opportunities to fulfil this obligation.
ENDNOTES – CHAPTER 3

1. Interview with Archivist C, November 14, 1994.


11. Ibid.


17. Ann E. Pederson and Gail Farr Casterline, Archives and Manuscripts: Public Programs, 61.

The decision to embark on this project was made because of a lack of archival literature dedicated to the examination of the practical aspects of outreach. Its aim was to investigate the value of outreach and how it is put into practice in British Columbia's community archives.

The results of this study are very positive. Once on the periphery of fundamental archival functions, outreach activities have gained recognition and credibility as important elements of a successful and well-rounded archival program. Three of the four community archivists interviewed for this study regard outreach as a high priority. Their on-going commitment to outreach is demonstrated through regular allocations of funding and staff time to a full range of creative activities directed towards a variety of user groups.

Interestingly, the administrative setting of the archives does not appear to have a strong influence on the priority given to outreach or the willingness to implement outreach initiatives. Archivists operating within three different administrative settings strongly believe that outreach is an important component of an archival program. Archivist C is the only respondent who presented a cautious and passive approach towards outreach. This has been attributed to past negative experience rather than administrative setting.

A review of the archival literature revealed many unanswered questions relating to the practice of outreach. This
empirical study was able to address some of these questions. Results of this study clearly indicate that successful outreach initiatives require several essential components. These have been identified as: a regular source of funding from either the archive's governing body, or an external source, incorporation into an annual work plan, distinct goals and objectives that are relevant to the mandate of the institution, attention to the target audience, community co-operation and support, and a method of on-going evaluation. The archivists interviewed for this project reported that these components were crucial to the success of their outreach initiatives.

The results suggest that successful outreach initiatives are not dependent on an extensive budget. For small community archives with limited budgets, these results are particularly encouraging. Many of the initiatives reported in this project were relatively inexpensive yet very successful. This study has suggested that community sponsorships and external granting agencies are valuable sources of funding. For those archives committed to the implementation of outreach initiatives, sponsorships and grants are an area worthy of exploration.

The archivists interviewed for this project provided many examples of outreach activities that were used to augment and to assist acquisition, preservation, and use of archival records. This supports the theory that outreach initiatives can be used to enhance the overall goals and objectives of the institution. For the majority of respondents, outreach activities have been very positive and beneficial.
As publicly funded institutions, community archives are obligated to provide service to the public. One of the purposes of this study was to determine to what extent archivists were committed to an ethic of public service. Results of this study reveal that the majority of archivists interviewed are not content to provide passive service. They believe their obligation to serve the public extends beyond the reference desk into the community.

RECOMMENDATIONS

Based on the results of this study, several recommendations for the archival community are offered.

1. That archivists regard outreach as an essential component of an archival program, integrating outreach activities into annual work-plans.

   This recommendation recognizes that sporadic and ad hoc outreach activities are a waste of archival resources. Clearly, outreach activities are beneficial only if they are pre-planned and well thought out according to the overall goals and objectives of the institution. In this way, they can be used to augment and support the acquisition, preservation and use of archival records.

2. That archivists explore external sources of funding in order to implement outreach activities.

   It is clear from this study that the budgets of community archives alone are not extensive enough to allow for the development and implementation of a high standard of outreach initiatives. External sources of funding such as community
sponsorships are very valuable. Not only do they provide the necessary resources, they also help the archives to develop strong relationships with the community it serves.

3. That archivists implement at least half of their outreach initiatives outside of the archives.

   Regularly scheduled community events such as open houses, festivals, heritage celebrations and trade-shows provide high exposure, and present archives with excellent opportunities to increase public awareness. In addition, these occasions also provide opportunities for co-operation and resource sharing between the archives and various community organizations.

4. That archivists not engage in initiatives in which the target audience has no investment or commitment.

   This recommendation recognizes that in order to be successful, some outreach initiatives need to be fully co-operative. Results of this study indicate that projects implemented solely as an archives initiative have a high chance of failure. Archivists should not allocate considerable staff time and funding to projects without a commitment and investment from the target audience.

5. That archivists use outreach as a way of educating the public about the nature and values of archival records.

   Unfortunately, archivists are often presented with opportunities to implement inappropriate outreach initiatives. Such activities send the wrong message to the public, and are a waste of time and money. Functional and institutional exhibits, special lectures and slide shows are only a few of the
possibilities for educating the public about the true nature of archival records. Archivists need to pay more attention to these unique and exciting opportunities.

6. That archivists implement on-going, structured methods of evaluating their outreach initiatives.

This recommendation recognizes that evaluation is an essential component of any outreach activity. The evaluation process allows archivists to determine why projects fail or succeed, and provides the information essential for planning future initiatives. In order to be objective and beneficial, formal written evaluations should be carried out internally by staff members, and participants.

OPPORTUNITIES FOR FUTURE RESEARCH

All of the conclusions which can be drawn from this study are highly tentative. Further study of additional community archives is needed to bear out these tentative findings. Results of this study have suggested that outreach initiatives are beneficial to community archivists as they can assist in the promotion of the overall goals of the institution. A future study investigating the potential of outreach initiatives in church, university or provincial archives would assist in providing an even broader understanding of the topic.

An in depth investigation of the various types of outreach initiatives was outside the scope of this thesis. A further investigation focusing on the development, implementation and evaluation of the various types of outreach initiatives would be beneficial.
Hilary Jenkinson, renowned archival theorist writes that, "the archivists then is the servant of his archives first and afterwards of the public." The results of this study clearly indicate that outreach activities do not jeopardize the archivist's first duty to the record. Outreach activities properly planned and implemented can assist the archivist to successfully carry out his duty to the public and to the records. This study reaffirms the value of archivists practising outreach, and provides inspiration and encouragement to those who are looking for concrete methods of approaching outreach.
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**PRIMARY SOURCES**


**INTERVIEWS**


Interview with Archivist B, October 24, 1994.

Interview with Archivist C, November 14, 1994.

Interview with Archivist D, January 28, 1995.

**BROCHURES, FLYERS AND SURVEYS**


APPENDIX 1

OUTREACH / PUBLIC PROGRAMMING INTERVIEW SCHEDULE

1. GENERAL DEFINITION
   - how do you define outreach
   - is outreach an important component of an archival program, why or why not

2. BUDGET REQUIREMENTS
   - does your budget include money for programming/outreach, if so how much
   - are there separate categories in your budget for programmes, publications, exhibitions
   - have you ever sought outside funds for outreach, if so from what source
   - what did it cost to carry out the programmes you have implemented over the past year
   - who makes the decisions about resource allocation for programmes/outreach

3. CREATIVE ASPECTS
   - who develops the ideas for programmes/outreach, is there a process for articulating ideas, is there any public input
   - do you rely on outside sources for creative ideas, if so who, what
   - do you find it difficult to come up with creative ideas to fit your budget
   - where does the impetus for programming/outreach come from, sponsoring agency, the public or other sources
   - do you ever collaborate with other institutions, if so for costs or advice
4. PUBLICITY

- how are the programmes advertised

- in an average year how often do you think your archives is covered in the local media, just to mention that it is open, or is the coverage more extensive

5. IMPLEMENTATION OF PROGRAMMES

- what types of programmes have you tried; exhibits, education kits, special seminars/lectures, press releases, brochures, newspaper articles, newsletters - any others

- are these carried out on a regularly schedule basis or ad hoc

- have you ever taken archival materials outside the facility for a display, educational programme etc.

- do you have a list of regularly scheduled community events that the archives takes part in

- are programmes carried out by paid staff, or do you have some volunteer assistance

- have you ever co-operated with other institutions such as historical societies, genealogical societies, other museums and archives or local organizations or businesses

6. MUSEUM INVOLVEMENT

- is there a distinction made between museum outreach and archival outreach, how do they work together

- if museum and archives co-operate on outreach/programming do you emphasize the archival nature of records or are they regarded only as historical

7. EVALUATION

- have efforts been successful, how was the success of programmes evaluated

- what types of programmes if any do you have planned for the future