

PARTNERSHIP STUDY REPORT

Partnership and progress: Analysis and recommendations for increased cooperation and collaboration between Belleville Public Library and John M. Parrott Art Gallery, the Community Archives of Belleville and Hastings County, and the Hastings County Historical Society

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An Ontario Cultural Development Fund Project

Project Partners:

Belleville Public Library and John M. Parrott Art Gallery

Community Archives of Belleville and Hastings County

Hastings County Historical Society

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1. PROJECT OVERVIEW

1.1 Background

Preparations are underway to develop the new facility for the Community Archives of Belleville and Hastings County within the Belleville Public Library and John Parrott Art Gallery (BPL) building at 254 Pinnacle Street, Belleville, Ont. This building now contains the library, art gallery, conference rooms and computer labs; the foyer is shared with a café and the Friends of the Library used bookstore. In anticipation, Library collections, shelving, desks and equipment have been moved, architectural plans shared among all partners, and both Archival and Library collections strategically weeded. After construction and renovation, the Community Archives will have a distinct facility within this complex.

The Community Archives is a partnership among the City of Belleville, County of Hastings, and the Hastings County Historical Society (HCHS). Now operating with an archival collection developed by and on loan from the Historical Society, the Archives will also preserve and provide access to the “permanent” records of the municipalities when it has a larger facility, thereby helping the City and County to meet their legislated requirements for record-keeping. The catalyst for relocation is an urgent need for the Archives to secure an accessible, permanent location that meets best professional norms and has the required space. The current Heritage Centre building at 154 Cannifton Road North in Cannifton, Ontario, cannot achieve those standards; usable space is limited and the building is compromised by structural deficiencies. It is also not accessible for people with disabilities or by public transit.

There were several previous efforts to relocate the Archives. Most recently, in 2009, the Irish Hall (at 315 Church Street, Belleville) was identified as a potential option; subsequently, this building also presented deficiencies that would need to be addressed for archival use. The BPL building (constructed in 2006) is owned by the City of Belleville. It is on a bus route at a central location in downtown Belleville. Part of the second and third floor of the building – up to 6,000 square feet of space – will be renovated for the sole use of the Community Archives; a second floor meeting room will also be renovated and shared by HCHS and Archives volunteers. Once construction and relocation are completed, it is anticipated that this combined space will meet the acquisition and preservation needs of the Community Archives for the next 15 - 20 years.

Architectural plans have been developed; tenders for construction will be submitted by mid to late fall, with work completed in 2015. This time frame may of course be subject to change. Ten years after assuming occupancy, or any time thereafter, the Archives has a future option to expand into additional space on the 3rd floor of the BPL Building (currently part of the John M. Parrott Art Gallery) as per agreement with the Belleville Public Library. Current renovations are to be completed while the library and gallery remain open.

This co-location is not a merger. The BPL, Community Archives and HCHS will maintain separate institutional identities, retaining their own staffs (professional and volunteer), collections, organizational and administrative structures. There are no anticipated reductions in hours, programs or services and no changes to existing job descriptions for current employees and volunteers. In order to accommodate the redistribution of space within the library, strategic relocation and weeding of major BPL resources and, separately, Archives collections have already been undertaken.

In order to construct the new Archives, funding for renovations and improvements to the BPL building will be secured from the City of Belleville, County of Hastings, and Hastings County Historical Society. Additional funding may potentially be identified from federal and/or other grants. The Community Archives will pay an occupancy fee of their proportionate share of the public library's annual facilities costs.

1.2 Research Project

Funded by the Ontario Culture Development Fund, this research project was launched in May 2014 with the goals of identifying ways in which the Community Archives, the BPL and HCHS could deliver coordinated programs and events, effectively leverage knowledge and expertise, and achieve cost efficiencies in order to better serve the City of Belleville and Hastings County communities. Work to date has included relevant literature searches identifying regional, national and international models for collaboration; interviews with key stakeholders; and meetings with other cultural and heritage organizations in the southern Ontario region that have undertaken similar or parallel initiatives.

A major focus of the project has also been to assess the process of co-location in order to encourage a more functional partnership among the three key stakeholders. This includes: developing and sharing an awareness of organizational needs, goals and structures; identifying selected aspects of the construction process which directly impact both the Community Archives and the BPL, their staff, clients, and programs; acknowledging and addressing Library and Archives staff and volunteer concerns; investigating current patterns of communication among all relevant partners.

This final report documents major findings and summarizes selected recommendations for achieving efficiency and successful collaboration. It is, however, only one aspect of the research project, and one small step in the broader co-location process. It's also important to acknowledge that the context for this report has shifted. Current members of the Library Board of Directors as well as City and County employees and co-location partners are contending with an upcoming election, and potentially may be working with new council members.

1.3 Questions Framing this Project

Recognizing that the Historical Society, Community Archives and Belleville Public Library are distinct entities with certain shared or complementary resources, programs, objectives and communities served, my research has been informed by the following questions:

- How are these organizations unique?
- What do they have in common?
- What incentives and motivations exist to encourage partnership?
- What organizational strategies have already been identified which could maximize the potential for collaboration and partnership, and what would these entail?
- To date, what partnering initiatives have been undertaken? Have they been successful? Are they sustainable? Why or why not?
- What other kinds of partnerships are possible in the future, and what would they require?
- What lessons can be learned from regional partnerships and collaborations at other institutions? How can they be adapted – and by whom – for these circumstances?
- How best can this document be used as both a reference and a springboard for effective communication and action?

Another question asked by council members, staff, volunteers and the general public from the outset of this research: “Why do we need both a Library and Archives”? It was not uncommon to hear during interviews with Library and municipal staff and the public at large that most people do not know what an Archives is or does. Some commented that what they perceived as a duplication of services was a waste of time and resources.

These misunderstandings and gaps in community knowledge about the role of the Archives are instructive; they suggest a need for an effective marketing/education campaign in addition to exploring synergies for programming. To reframe this issue more constructively: why do these partnering organizations matter, what do they accomplish, what separate and combined benefits do they offer the communities of Belleville and Hastings County, and how can we relay this information to communities served?

Finally, there are two overriding questions for stakeholders to consider:

What do the Library, Archives and HCHS wish to achieve beyond simultaneous “co-location” and implicit cost savings? And what are they willing to share, adapt, rethink, change, or restructure now or potentially in the future in order to maintain sustainable, dynamic partnerships?

2. PARTNERSHIP AND PROGRESS

In order to assess how this co-location will affect the key stakeholders, it's important to establish how these three organizations define themselves, their mandates and core objectives.

2.1 List of Primary and other Stakeholders in the Co-Location

The Community Archives of Belleville and Hastings County

- Community Archives Staff
 - Archivist
 - Archives Volunteers
 - Students, Interns, other paid staff
- Archives Advisory Committee
- Corporation of the City of Belleville
 - Recreation, Culture & Community Services Department
 - Culture Section
 - Property Management Section
 - Clerk's Department, Records Management Staff
- Corporation of the County of Hastings
 - Deputy Clerk, Records Management staff
 - Member Municipalities
- Hastings County Historical Society
 - Board of Directors
 - Volunteers
- Members of the Public
 - Researchers/visitors
 - Donors of archival materials
 - Donors of funds for the capital project or other

Hastings County Historical Society

- Board of Directors
- Active Volunteers
- Members

Belleville Public Library and John M. Parrott Gallery

- Belleville Public Library Board
- Belleville Public Library Management and Bargaining Unit employees
- Canadian Union of Public Employees Local 907 (Library Workers)
- Belleville Public Library and John M. Parrott Art Gallery Customers
- Belleville Public Library and John M. Parrott Art Gallery Volunteers
- John M. Parrot Art Gallery Artistic Community Partners
- Friends of the Belleville Public Library (Charitable organization)

Additionally, the following are identified by all primary stakeholders as affected by and/or otherwise engaged in the Co-Location

- Other heritage and cultural organizations based in Belleville, Hastings County and elsewhere
- Promoters of local tourism and economic development
- Educators and students in local schools and colleges
- Build Belleville, other municipal revitalization projects and relevant municipal staff

2.2 Description and mandates of the three central partners

Staff and volunteers at the Library and Community Archives are “cultural resource managers”, responsible for appraising, selecting, arranging, describing, preserving, and making available all the materials in their care. Although digital resources created by libraries and archives have increasingly blurred the boundaries between these institutions, the BPL, Community Archives and the HCHS have very distinctive cultures based on the specific nature of their institutional priorities and histories, their collections, and interactions with the broader public, as well as training of their workforce.

Here is an introduction to the key stakeholders:

Belleville Public Library and John M. Parrott Art Gallery:

With a history dating back to the 1850s, the current **Belleville Public Library and John Parrott Gallery** is governed by the Belleville Public Library Board, appointed by municipal council. The Library Board is an independent entity, separate from the City, and subject to the provisions of the *Public Libraries Act, R.S.O. 1990, chapter P44*. The Library and Gallery have a unionized workforce (CUPE Local 907 – Library workers) with an approximately 45 employees in a range of administrative and library positions. Identifying itself as a “centre for the community”, the Library offers a dynamic range of resources, programs and opportunities.

The Belleville Library and Gallery serves more than 49,000 people within and beyond the city of Belleville. For example, partnerships exist with the Library at Quinte West, including reciprocal borrowing privileges with Belleville; others from in the region pay for a library card in order to access BPL resources and services. There is an extensive borrowing collection of published materials, reference and research services, programs for children, teens and adults, summer reading clubs, interlibrary loans, room rentals, Gallery exhibitions and art-related programs, a Gallery shop, free internet and wireless access throughout public spaces, and digital materials including an expanding selection of eBooks, full-text articles and an online book catalogue; the library is a member of OverDrive, a Digital Consortium. Total circulation for 2012 was more than 382,000 items, with nearly 9,000 people attending program and events each year.

Social media also plays an increasingly important role in the library's community outreach. In 2013, more than 210,000 people visited their website; the Library Facebook page currently has over 200 "likes" and more than 130 people follow their Twitter account.

The Library has also developed strong ties with other cultural organizations (for example, the Quinte Ballet School of Canada and Downtown DocFest), providing in-kind and other forms of support. Meeting spaces in the Library Building are made available to non-profit organizations at a reduced rate. In the computer lab, technology training programs are also offered at no cost; these include basic computer skills for small groups and one-on-one sessions addressing, for example, the use of specific software or social media. The Library provides a welcoming space for study, reading, relaxation and conversation among patrons, both inside and outside the building. It also has a successful "Friends" (or volunteer) program which provides fund raising, and program support. The Library provides a Visiting Library Service (VLS) to City of Belleville residents who are unable to visit the library in person due to long term illness or physical disability. The (VLS) delivery of material is accomplished by volunteers; 1,193 visits were made in 2013. On the third floor, the John M. Parrott Art Gallery highlights regional and other artists, serving as an artistic centre for Belleville, with close ties to many local cultural organizations. The Gallery shop showcases unique hand-crafted gifts by local artists.

Community Archives of Belleville and Hastings County:

Based on almost 60 years of research and collection by volunteer members of the Hastings County Historical Society, the **Community Archives** was officially formed in 2010. It operates as a unit within the Recreation, Culture and Community Services department, and serves the City of Belleville as well as Hastings County. City and County partners share operating costs, while the HCHS contributes the labour and institutional knowledge of its many volunteers, and has raised funds to contribute to co-location expenses. The Archives also has an Advisory Committee which consists of two members from the Belleville City Council, two from Hastings County council and one member from the Historical Society.

The Archives has one paid staff member, a professionally trained Archivist who operates at a management level, reporting to the Director of Recreation, Culture and Community Services for the City of Belleville. There are also approximately 25 volunteers who play an essential role in collections documentation, administration and outreach. Collectively, they assist hundreds of visitors and researchers each year, develop catalogue lists and finding aids, identify conservation needs, and support joint Archives and Historical Society initiatives through posters, presentations, lectures and displays.

Far from being static repositories, Archives embody elements of culture that signify who we are individually and collectively, and how we came to be this way. With an increasing emphasis on transparency in government and public institutions, archives also play an essential role in helping municipal governments meet legislated requirements of public accountability and accessibility in an appropriate administrative and physical environment.

Core mandates of the Community Archives include the following:

- To identify, appraise, manage, preserve and provide public access to the comprehensive archival materials in its collection and maintain the primary documentary heritage of the City of Belleville and Hastings County for present and future generations
- To be a source of enduring knowledge accessible to all, contributing to the cultural, social, and economic advancement of Belleville and Hastings County;
- To facilitate co-operation among organizations in Belleville and Hastings County that are involved in cultural and heritage activities
- To act as the official repository for records of enduring value created by the City of Belleville, County of Hastings and HCHS
- To promote awareness of and appreciation for the heritage of the City of Belleville and the County of Hastings and its member municipalities by facilitating access to archival records in its custody, offering outreach activities, and cooperating with other heritage and cultural organizations

Archival collections come in many shapes, sizes and formats including: individual letters, paper files, post cards, handwritten bound volumes, scrap books, press clippings, maps, constitutions, photographs and architectural drawings, film strips, recordings and more. Specifically, these include but are not limited to unique historical records from the City of Belleville and the County of Hastings, private collections of donated papers and published primary documents, more than 50,000 photographs, and over one million photo negatives from the Belleville Intelligencer. Core collections provided by the Historical Society will be housed at the Archives as a long term loan. The Community Archives maintains a small library of local history books as well as general reference publications.

Although many municipal and other documents which merit inclusion are now created digitally, the Archives does not yet have the staffing capacity to appraise, collect and preserve a large volume of digital resources; this issue will be revisited. A website will be developed in conjunction with the City of Belleville Recreation, Culture & Community Services department.

The Hastings County Historical Society

The **Hastings County Historical Society** serves all of Hastings County (including Belleville and Quinte West.) It was established in 1957 to generate interest in and to preserve the history of Hastings County. Identifying itself as the “Guardian of Hastings History”, its goals and ambitions are to promote, encourage and to conduct research, to arrange relevant public programming and events, to highlight publications, highly successful tours, dedications, displays, lectures and other dynamic activities related to the development and enjoyment of the history and culture of the people of Hastings County. There are 250 members, about 30 active volunteers (some who work more exclusively on behalf of the Archives), and 11 Directors; the Society President and others consult with the Community Archivist on a frequent basis. Significantly, founding members of the Society gathered many of the primary resources which form the core collection held at the Community Archives.

Although the Historical Society is identified as a partner with the Community Archives, it is important to note that the relationship between the Archives and Society will increasingly be at arm’s length. The Historical Society Board will not be involved with day to day operations, planning, collections maintenance, funding or acquisition for the Archives, especially after the renovations and relocation are completed. However, it retains ownership of the HCHS collection housed by the Community Archives in the form of a long-term loan.

2.3 Models for Partnership

Across Ontario, libraries, archives, museums and historical societies have combined in diverse ways since at least the mid-20th century. Differences reflect wide varieties in community histories and patterns of individual leadership as well as levels of funding and other support.

For example:

- Created by the Prince Edward County Historical Society, the PE County Archives is now physically housed within and is a department of the County Library; the Archivist reports to the library’s CEO, while representatives of the library and archives continue to sit as non-voting members at Historical Society meetings.

- In Lennox and Addington County, the Archives is a subdivision of the County Museum; both museum and archives were founded by the local historical society but are now operated by the County.
- In Oshawa, the Oshawa Community Museum and Archives are relatively equal partners that remain primarily responsible to their founding organization, the Oshawa Historical Society.
- The Whitby Archives is also a subdivision of the Whitby Public Library, located in the central library building. It develops programs which complement library activities, and builds online and physical exhibits. The provenance and ownership of their collection is however somewhat unclear.
- The Town of Deseronto Archives operates as a distinct and separate entity in a small back room of the downtown public library. The professional archivist, hired by the municipality, works one day per week with up to two Archives volunteers, meets regularly with a volunteer Archives Board.
- The City of Ottawa Central Archives functions in the James Bartleman Centre as a separate but complementary municipal unit alongside the Ottawa Public Library's Technical Services and Materials Management department. It features a public reference room, its own exhibition gallery, conservation laboratory, and art vaults as well as major collections, and is managed by the City.

The co-location of the Belleville Public Library and Community Archives is also unique: rather than merging with or becoming a department within the Library, the Archives will remain an autonomous community partner, retaining its own staffing, funding lines, administration, organizational structures, technologies, and collections management processes.

Patrons will be restricted from taking Archival materials into the Library, and vice versa, or using Archives equipment (microfilm readers, computers) for anything except Archives-based research. The BPL and Community Archives are not streamlining information resources or linking technologies and currently do not share electronic journals or database subscriptions.

Recommendation: Clarify and document the current relationship (historic, practical, legal) between the HCHS and Community Archives in a Memorandum of Understanding or comparable formal document. It's understood that HCHS volunteers will continue to play an invaluable role in the Community Archives, that the HCHS collection is on long term role with the Archives, and that the Archives supports many HCHS public programs through posters, research and exhibits. A volunteer-based community organization cannot, of course, assume responsibility for core mandates of the municipally/county funded Archives.

2.4 Co-location benefits and considerations

Potential benefits of co-location for stakeholders include:

- Establishing closer links among relevant partners
- Potentially raising the visibility of all stakeholders within and beyond the region
- Improving public perceptions of each institution
- Greater staff/volunteer awareness of the range of resources available in these partnering institutions
- Aligning with the City's initiatives for Downtown revitalization and heritage tourism
- A full and more efficient use of a City-owned building
- More effectively promoting a general awareness of and appreciation for the heritage of the City of Belleville and the County of Hastings and its constituent municipalities
- Proximity to more diverse professional expertise
- Annual operating cost savings for the Archives and contributions to the Library's operating budget
- Greater options for life-long learning and engagement by clients and the general public
- Tremendous potential for encouraging interaction across generations of users and volunteers
- Establishing collections/acquisitions policies that complement without duplicating each institution's strengths and resources.

Specific benefits for the Belleville Public Library include but are not limited to:

- Better achieving its mandate as a dynamic and diverse public center through this new co-location
- Diversifying programming, marketing and potential clients through partnered events
- Achievement of savings in Library operating budget lines (including heat, hydro, water, sewer and service agreements such as garbage, elevators, fire safety systems and HVAC systems.)

Specific benefits for Community Archives and Hastings County Historical Society include but are not limited to:

- Better achieving professional standards for housing, documenting and preserving collections
- Ensuring more adequate space for staff, volunteers, visiting researchers in a secure environment
- Accessibility – the BPL is in a central, downtown location with public transit, closer to municipal partners
- Availability of centrally-located meeting facilities and programming room.
- Shared marketing opportunities with the Library to highlight events, acquisitions and other activities

Identifying potential benefits is obviously only a first step for mapping out areas of collaboration. Qualitative and quantitative analyses will be required on an ongoing basis to assess the effectiveness of these partnerships; this kind of data is also critically important for grants and annual reports.

***Recommendation:** Plan to regularly conduct interviews and user surveys, encouraging feedback from staff, volunteers, patrons, and municipal partners to provide tangible data for grants, annual reports and program reviews.*

2.5 A side-note about construction: Why it's included in this report, and how this reveals contrasting priorities.

For the Archives, establishing a separate and distinct identity both from the Library and increasingly from the HCHS is a clear priority. While many details of the relocation and construction process must be respected as primarily or solely the responsibility of the Archives, it is equally important to recognize that co-location and construction plans will continue to impact Library staff, clients, collections and programming during the life of the project.

For the Belleville Public Library, a stated goal for the renovation process is little or no disruption to ongoing public service; dust and noise must be contained and minimized on behalf of the public and the staff. Also, the BPL has a contractual obligation (fee for service arrangement) with the Quinte West Public Library involving integrated services; any power outages would directly affect circulation and online collections at Quinte West, as well as disrupting the Gallery and café housed in the BPL building.

Room rentals at the BPL building will likely be affected during the construction period, resulting in a temporary loss of revenue. And as previously stated, the second floor seminar room will be used exclusively by the Historical Society and the Community Archives; the loss of this rental space represents an ongoing loss of revenue for the Library.

Recommendation: *Provide and update construction and colocation timelines for key stakeholders to ensure coordination for programs, gallery openings, and booking rental spaces. Because of the fluid nature of this process, a detailed timeline should not be immediately shared with the general public. However, it is critical for internal programming and staffing to communicate the most comprehensive and current information with all relevant partners.*

3. DEVELOPING CURRENT EFFICIENCIES AND PARTNERSHIP STRATEGIES

As mentioned previously, cost-saving through co-location is expected to reduce facilities expenses for heat, hydro, water, sewer and service agreements (garbage, elevators, fire safety systems, for example.) Even if no additional partnership emerges, this level of efficiency should be evident within 1 year after construction ends, although annual analysis of budget line items will be necessary to confirm long-term benefits.

There are, however, many other strategies for synergy being discussed by the three primary stakeholders. This section of the report addresses communication and community building, collections policies and marketing. Section 4 considers current and future programming. Obviously, these topics are interrelated, and they merit much more attention than this report can address; ideally this document will be used as a springboard for further discussion. Recommendations include ‘lessons learned’ in this process and useful business practices.

3.1 Building community and communication among staff and volunteers

The primary resource for each of these cultural or “memory organizations” is its personnel; they are key to the success of every level of partnership the stakeholders will undertake. With that in mind, informal and formal opportunities for transparency, communication and community building should be implemented now, prior to the renovations, to establish a pattern of constructive partnership among all levels of staffing as the basis for future cooperation.

Recommendations:

1. *Starting ASAP, schedule brief, concise weekly phone calls between Library and Archives management to share mutually relevant information and concerns. Rule of thumb: emails convey facts but not tone of voice or nuance, and so they can be easily misinterpreted; one quick phone call or face-to-face meeting can replace a dozen explanatory emails.*

2. *All relevant collaborative agreements – large or small -- should be documented and the information made readily accessible to appropriate management and senior staff. While email is expedient, content can easily be lost or deleted. Consider also using a free or inexpensive Google dropbox to share decisions and relevant documents (grant apps, joint press releases, programming strategies, MOUs, architectural plans, collections policies, for example). City of Belleville IT may already have alternative dropboxes or drives in place for staff use.*

Both Library and Archives personnel share many similar concerns about the co-location and renovation process, including disruption of services, physical impact of construction (dust, noise, vibrations, closures), implications of a non-union or volunteer workforce adjacent to unionized staff, and other changes in the work environment. At a minimum, general awareness of each institution's needs, goals and concerns will be helpful. Standard corporate approaches for sharing information during this process-- distribution lists, meeting reports, blogs, newsletters and emailed updates – are efficient, but I suggest that brainstorming directly with your colleagues about opportunities and more direct communication should be a priority.

Recommendations:

3. *Hold 'welcome mixers' for all staff and volunteers as soon as possible this fall, creating informal opportunities for people to meet. It is important that staff and volunteers get to know each other *before* the paint dries on the walls in order to foster a broader sense of true community.*
4. *Ensure that Library staff and Archives volunteers are provided with regular updates during and after construction. Without this, misinformation may flourish. For example, a significant number of Archives volunteers were recently under the misapprehension that additional 3rd floor Gallery space was being denied to the Archives by the Library for a 10 year period rather than understanding that this time frame was part of the original partnership agreement. Similarly, Library staff had lingering concerns about equipment over-use which were also easily addressed. I recognize that efforts are being taken by management to provide information to their respective staffs and that there is legitimate concern about creating false expectations about construction timelines. That said, regular updates – even those stating that "deadlines are still in flux" or asking for staff feedback– are vital for staff.*
5. *Once the Archives is up and running, be sure to hold in-house tours of both the Library and Archives, including "behind the scenes" resources. Offer these to new staff and volunteers as well.*

6. *Develop incentives – informal reward structures – to encourage staff input that highlights collectivity rather than competitive, insular programming. For example, acknowledge collaborative brainstorming, and create opportunities (workshops, brown bag talks) to share in-house projects and research.*
7. *Create a mechanism for anonymous feedback (critiques and kudos), and ensure constructive management response.*
8. *Develop opportunities for mentoring; all three institutions have individuals with skill sets that could be of use to their partners. For example, the HCHS has volunteers with decades of experience in genealogical research who could share their expertise with library staff. In turn, designated BPL staff may be able to assist Archives volunteers with cataloguing advice for books and published texts; this suggestion was specifically raised by the volunteers.*

The Community Archives has twenty-five volunteers who donate approximately 5,000 hours of their time each year, taking part in administration as well as collections management and special projects. During interviews for this project, they consistently identified three major concerns created or exacerbated by the re-location: a loss of “sociability” in the new setting; a lack of confidence in undertaking new tasks, especially in an unfamiliar context; and the expense of parking in downtown Belleville. While these are primarily Archival rather than “partner” concerns, they could potentially affect the success of this co-location initiative across the board because of the importance of the volunteers to the Archives’ success.

Recommendations:

9. *Both Library and Archives management as well as the Library Board (Trustees) and HCHS community should encourage Belleville City Hall to provide free parking passes for Archives and Library volunteers while they work on behalf of the City. The logistics in arranging this may be complex. However, at least 25% of the volunteers I spoke with are seriously reconsidering working with the Archives because of parking fees; most are seniors on a fixed income. The loss in parking revenues for the City is negligible in comparison to the good will this could generate. It may also be an incentive which would attract more volunteers.*
10. *For the Archives: encourage all volunteers to participate in preparing “How to” guides – for example, “Basic Rules for Volunteers”, “Where to find information about (housing records or vital statistics)”, “How to catalog a photo negative”. No single volunteer I spoke with wanted to be solely responsible for writing all of the training guides; however, every volunteer sees them as essential. As an in-house exercise in crowd-sourcing, each volunteer could contribute their expertise, adding to the collective institutional knowledge. If the end product took the form of a blog or online notes, these could be easily edited, updated, and accessed from anywhere.*

11. Identify ways in which the Archives volunteers can re-establish a sense of community in their new facilities, whether through programming - regular meetings that they coordinate - or by re-establishing 'tea time' and group lunch breaks. There may also be scope for the volunteers to work in cooperation with the HCHS to reconfigure the HCHS Administrative office/ volunteers' space into a more sociable environment.

3.2 Coordinating Collections Policies

Collections relevant to both Library and Archives staff, programs and clients include published and unpublished materials, contemporary and historic documents, ephemera, visual and audiovisual resources – for example, microfilms, newspapers, maps, clippings, directories, phone books, scrapbooks, family histories, films, photographic negatives, cassette recordings, DVDs and more. Both partners wish to avoid unnecessary duplication of or competition for these resources, building instead on institutional interests and strengths.

A question raised by Library and Archives staff: How can we coordinate collections policies?

The most efficient way to determine who has which collections, who can use them more productively, and how each institution can be mutually supportive is often the simplest: set up meetings with clearly defined goals in which relevant staff sit down together, establish priorities and a timeline for completion, compare policies, and then arrive at mutually acceptable decisions which are subsequently documented. This basic model can serve as a proving ground for establishing a productive working relationship for this and other more complex undertakings.

Collections will overlap and there may be conflicting priorities. It's possible that neither institution will be interested in an existing resource (for example, newspaper clippings.) At this point, identify clear interests based on institutional goals, determine if duplication is an asset or detriment, clarify deaccession strategies, and agree not to compete for future resources.

This process is already underway. Archives and BPL staff have exchanged initial collections policies and are jointly identifying extant heritage-related materials already at the Library to be shared, exchanged or deaccessioned. Additional policies have been gathered from other Archives and museums as part of this research project. Use of a jointly accessible dropbox or drive, as previously suggested, could ensure that all relevant documents are immediately available to all partners.

Recommendation:

1. *Identify staff, determine and communicate priorities concerning Collections policies (or marketing, or any other area identified for potential efficiency and engagement). Establish clear goals and deadlines for decision making, and document all decisions taken, leaving open possibilities for future revisions. Acknowledge any existing overlaps and conflicts, and determine not to compete for the same resources in future. The simpler the process, the better.*

3.3 Marketing

A major benefit for all three partners is to capitalize on existing marketing infrastructures, especially those in place at the Library (website, Facebook, newsletters, Twitter, in-house advertising, for example) and the Historical Society (newsletters, flyers, website, blogs, social media updates, announcements at public events.)

It would be helpful for partners to identify every form of media now used to communicate major stories and events. Do their clients prefer Twitter or printed bulletins? Is there a budget and staff responsible for regular website updates? Do they each have standardized templates for press releases?

Ultimately, however, whatever medium is used, it's the message you decide upon that is most important; throughout the duration of the construction project, that message needs to be clear and coordinated. Effective business practice dictates that everyone follows rules of common courtesy: don't speak on behalf of anyone or any other organization publicly unless requested to do so, don't trump another's announcements, don't make assumptions on their behalf. And if you refer to one of your partners in your press releases or if your announcements affect them directly, why not let them review the text before it's circulated. Make sure that updates are shared first with partners, and above all, put together a common set of talking points to address anticipated questions and critiques.

Recommendations:

1. *I strongly encourage partners to develop a comprehensive array of communications strategies during the renovation process, and to have coordinated, mutually-reviewed content ready for distribution prior to council's approval of the construction plans. These include formal press releases, bulletins/visual announcements designed for the video screens in the BPL building entrance, posters with architectural plans located on the second floor, an array of ready-made tweets and Facebook posts designed to generate interest and anticipation for the co-location project.*

Note: It should be understood that media announcements do not include or emphasize exact timeframes for the renovations. Instead, partners need to work together to develop coordinated responses to anticipated comments and inquiries.

2. *Extending an idea suggested by Kendra Adema, identify playful and creative options for encouraging greater public curiosity in the renovation and co-location project. For example, add UPC codes to City and County publications (newsletters, websites, even printed parking receipts) which link to teasers about this new partnership, or to images highlighting resources and programs from each stakeholder. Alternatively, the Community Archives could use this “big move” as an opportunity to launch a competition for a new logo (open to the public as well as staff and volunteers), sharing announcements online and via newspapers as well as electronic media (radio).*
3. *It’s anticipated that the Archives will soon have a unique webpage linked to the City of Belleville and County of Hastings sites. I strongly encourage the Archives to develop a more comprehensive digital media profile (for example, developing Facebook and Twitter accounts, building simple website exhibits) which could be linked to/shared via partner sites (K-12 resources, regional museums, professional organizations, tourism programs.) Example: <http://www.halifax.ca/archives/>*

Within the second year of co-location, the Archives (and, if it has not already done so, the Library) should explore the use of Flickr, Wikipedia, YouTube and other emerging forms of social media to showcase collections and key events (for example, materials already digitized for use in posters, new acquisitions, favorite “finds” by volunteers and staff). Posting with Creative Commons permissions may also encourage local businesses and organizations to share these images -- a precedent successfully established by the Deseronto Archives. <https://www.flickr.com/photos/deserontoarchives/>

4. *Bring students enrolled in the Media, Arts and Design program at Loyalist College (or Albert College, or seniors in local high schools) in to assess Library and/or Archives websites and social media (potentially for academic credit.) This process can introduce heritage resources to the students, and bring new energy and enthusiasm for digital technologies into the Archives, Library and HCHS.*
5. *When special events involving the Library, Archives and Historical Society are already being recorded, find out if there’s an option to make use of, repurpose or edit existing content for podcasts or YouTube (for example, the Dr. Collip video introduction). With the availability of laptop recording technologies and inexpensive digital cameras, this is both cost effective and technologically feasible. What is lacking, however, is sufficient staffing to undertake many new ventures; again, we recommend that the co-location process could generate new interest in and increased support for the Archives and opportunities for work-studies or college class projects.*

6. *Finally, for all partners, I'll recommend again that co-location can be a strategic opportunity to undertake user surveys assessing public awareness of the Archives, Library and Historical Sites, their mandates, resources and programs. This information will be essential for planning marketing and programming strategies.*

4. PROGRAMMING: CURRENT AND FUTURE OPPORTUNITIES

Programming is obviously essential to the core missions of the Belleville Public Library and Hastings County Historical Society, and potentially to the Community Archives – in part to increase the awareness and use of resources, to ensure sustainability, to engage the diverse communities to which they are accountable, and to support municipal initiatives for heritage tourism and community revitalization. There are clear differences, of course, in outreach strategies and the demographics of the visitors/patrons/researchers they serve.

However, during co-location and for the immediate future (2-5 years at least), it will be challenging for the Community Archives to make a greater commitment to programming unless resources are increased. There is only one paid professional staff member who has primary responsibility not only for coordinating this move, but also for managing, accessioning, preserving and making accessible all incoming collections from the City of Belleville and the County of Hastings and its municipalities, and directing the volunteer staff.

With that caveat in mind, this section of the report addresses three areas:

- building on and reviewing existing programs
- simple options that leverage existing strengths
- future engagement with digital media

4.1 Augmenting and reviewing current partnerships

If you compare calendars for the HCHS and the Library, it's clear that specific events overlap, including Canada Day, National Aboriginal Day, and Culture Days. Other parallel programming (book launches and author talks, for example) demonstrates shared interests and, potentially, shared audiences. The Community Archives and Historical Society already function in partnership; the Archives often creates posters or facilitates research for HCHS annual or special events. The Archives and Library have also worked together on a digital initiative, Belleville History Alive!

Of course, the Library is engaged with many programs other than historic and heritage initiatives. Comparatively, the HCHS is less involved with K-12 and youth outreach than the Library but initiates many more tours, publications and lectures across the County. Archives staff also take part in lectures and public presentations, but their options are more restricted in part because of staffing capacities and other, more immediate priorities.

In short: these are very distinct institutions, but successful collaborations already take place, and opportunities to expand these partnerships are ready-made.

Recommendations:

1. *Jointly identify annual or special events that build on established partnerships or recent collaborative successes. At a minimum, each organization can develop simultaneous, complementary programs which can be managed separately but jointly advertised.*

The HCHS initiative to relocate and unveil a monument honouring Susanna Moodie is an excellent example, with events taking place at the Library and on-site at the waterfront trail. A first edition publication by Moodie is also being transferred by the Library to the Archives. Coordinated advertising would confirm and strengthen these partnerships.

<http://belleville.ca/images/uploads/MoodieMediaRelease.pdf>
<http://belleville.ca/news/details/mayor-ellis-to-unveil-monument-to-pioneer-author-susanna-moodie-husband-she>

The Archives may wish to repeat a successful project with local artists, working again with the Library Gallery (John M. Parrott Gallery) to display new interpretations of historic photographs. The Archives, Library and Historical Society should continue to combine forces for future plaque dedications when relevant, as they did this past June with the Dr. James B. Collip memorial plaque.

2. *To keep track of programming events, develop an in-house intranet accessible by staff and volunteers of the Library, Gallery, Community Archives and Historical Society. It can be as simple as an interactive calendar with links to relevant websites and press releases. The goal is to ensure consolidated information immediately available to all three partners. Nobody wants to miss out on book launches or heritage programs, for example, because they simply didn't hear about them in time.*

In the long term, however, truly integrated programming is difficult to sustain unless there is continuity and follow-up among partners, unless events are equally prioritized and adequately supported by all partners, and unless there is shared commitment to real partnership.

It's important to recognize that failure to fully collaborate may result in the marginalization or exclusion of content experts and key resources from projects where they are most needed. And it should be understood that this process of integrated collaboration requires an openness and willingness for all partners to embrace real change as well as effective communication management in order to assess, re-evaluate and potentially revise even longstanding approaches and traditions. These are not simple issues.

One area of collective strength and overlapping programming is Genealogy. The Belleville Public Library has a) considerable resources within its collections, b) professional staff with solid training and a passion for genealogy, and c) access to significant online materials. The Archives supports the Library taking the lead in genealogical initiatives and answering inquiries, but also has significant collections and will continue to help researchers who seek information about their family in archival materials. The Historical Society, which originally amassed much of the Archives collection, has members with both long-term experience in genealogical research and a deep knowledge of additional regional resources.

Recommendations:

3. *Archives staff/volunteers, Historical Society volunteers and Library staff should identify mutually relevant resources and interests in genealogy. Establish mentorship programs, with HCHS experts sharing their research with Library staff. Archives staff and Historical Society members also have much to contribute to Library-sponsored genealogical workshops for both staff and public.*
4. *Library, Archives and HCHS personnel should develop and publish current lists of genealogical resources – both local experts and scholars who can be contacted with specific questions, and collections that may be less well known. At a minimum, the current Genealogical pamphlet available at Library reference desks should be updated to include the Community Archives, the HCHS and other regional resources.*

Another opportunity for synergy is to revise the current *Belleville History Alive!* site-
<http://vitacollections.ca/BellevilleHistory/> . This ongoing co-endeavor between the Community Archives and the Belleville Public Library highlights visual and text-based resources from their respective collections. However, the site is at times difficult to use, its purpose is unclear, and current plans for collaboration merit rethinking.

Recommendations:

1. *Provide a brief description of the project on the splash page. The content of this digital resource is not self-evident, especially to those who are not familiar with Belleville's history or who find this page by happy accident.*

2. *Ensure that the names of all participants are corrected and updated – (Hastings County Historical Society rather than “Hastings County History Society”, and Community Archives of Belleville and Hastings County rather than “Community Archives of Belleville”).*
3. *Add hyperlinks to partner website and social media sites for the Archives once these updates and corrections are in place.*
4. *Compare and coordinate meta tagging among all contributors to ensure that work proceeds along parallel tracks – otherwise related information can be very difficult to locate unless a user is familiar with the exact content of this digital resource.*
5. *Organize an in-house workshop among institutional partners to re-assess the focus and purpose of this project. If partners do not communicate at least briefly on an annual basis, the purpose for this kind of collaboration (including its scope and intended audience) can become very unclear.*
6. *Share and evaluate user statistics to see what, if any, components of this project are in use and how they might be revised, enhanced or re-purposed by visitors/end users or partners.*

4.2 New Options

Here are five practical options for programming that require varying degrees of resource commitment, co-management and engagement among the three primary stakeholders. These examples should be considered as opportunities to stimulate further discussion among all parties, rather than fully-fledged lesson plans.

Example 1: Throwback Thursday on Social Media – capitalizing on the Library’s existing Facebook Page, and the hundreds of images which Community Archives staff have already digitally scanned.

Every Thursday – or alternatively, one Thursday each month – the Library could feature one compelling image shared by the Community Archives (for example, photos of local iconic figures, landmarks, architectural highlights, memorable events, or off beat and less-well-known treasures.) Archives staff would provide basic information about the image to the Library staff, who would post content online. Reader comments could be encouraged by asking questions in the status updates (“Who went to school here?”, “Who lived in this neighborhood?”, “Who remembers the Reid’s Dairy milk horse that used to run away down Pinnacle Street every morning?”). This is a technologically simple initiative that requires little time commitment, but provides considerable exposure for Archival resources while solidifying a partnership between Library and Archives staff.

Sample from the County of L&A Library Facebook page:



Example 2: Then and Now – brings together Archives resources, HCHS mentorship (site visits of landmarks or heritage buildings featured in Archives images), Library or Gallery programming (training in visual literacy and perspective), and local high school or College digital art classes.

Students learn best about history when they can be directly engaged in creative research opportunities. As a College or senior high school class assignment, students would juxtapose an archival photograph of a Belleville or Hastings County landmark or building alongside a contemporary image they captured at that same location. These images would be posted on the new HCHS website or Library website or blog, and potentially featured in local tourism or heritage brochures.

This project is not technologically complex. Students could simply present side-by-side comparative digital images; the more recent photograph could even be captured by cellphone. However, if the Library, Gallery, HCHS and Archives chose to work with advanced digital art classes, a more sophisticated “then and now” representation could be captured, potentially blending two moments in history (see example below) or allowing users to “slide” from one view to another. The most demanding technical element of this project is trying to capture images from the same angles and perspectives as the original photograph.

In this exercise, students gain photographic skills and new awareness of local heritage sites. HCHS and Library staff work in partnership with students to develop new materials for education and heritage tourism; and the Archives resources are showcased in creative ways.

From Charlottesville Then and Now -
<http://charlottesvillethenandnow.blogspot.ca/>



Example 3: Essay Contest/Blog site – partnering with the Community Archives, HCHS, Library and Quinte Immigration Services.

Critical documents, maps, letters or images selected by the Archivist featuring Belleville or County heritage would become the focal point for an essay contest or class exercise to be completed by clients of the Quinte Immigration Services. The nature of the essay and, of course, levels of engagement for each partner could vary considerably.

The Archives might simply wish to provide an image, map, or document for study; ideally, the Archivist would also discuss the value of a municipal and community archives, and the use of primary documents in historical research. Members of the Historical Society could share more in-depth information about the specific image or document and the person, place or event depicted, depending on its content. Library staff could assist, potentially, with literacy studies or additional reading materials. This would generate greater awareness of local histories, resources, writing and research techniques, and a better engagement for the QIS client with their new community.

The essays, however, would be more than a simple recitation of facts serving as an ESL exercise. Instead, authors would be asked to compare or contrast the selected image/map/document to something from their own experience in their home country, in effect juxtaposing personal histories with local Belleville/Hastings County contexts. In this way, the Archives, Library and Historical Society members would be equal participants in a shared learning experience, presented with new perspectives and new interpretations of familiar materials. Selected essays could potentially become part of the permanent Archival record, either as printed documents or in the form of an online blog, or could be featured on the Library website.

Example 4: Oral Histories – over the course of 1-2 weeks, partnering with Grades 5-12 students, the Archives, HCHS mentors, Belleville Public Library staff, a public historian, and community members.

Small groups of selected students would spend one half day each with the Archivist and representatives from the HCHS – or, alternatively, with a visiting public historian brought to the library specifically for this event. Students would learn about the importance of oral histories and primary documents, and how to conduct short, simple oral history interviews. Finally, using pen and paper only for use in “field journals”, students would subsequently apply what they learned through interviews conducted at the library with designated participants (contacted and vetted by the school), or through emailed questions with designated participants (previously contacted and vetted by the school). Interview questions, ideally, should focus on one or more key themes that tie in with appropriate school curricula.

No technological skills, training or equipment would be required beyond that already available for library patrons. Unquestionably, however, these kinds of projects require considerable effort to organize and coordinate. The value for the students would be significant on multiple levels, and the three stakeholders would be challenged to build new partnerships with educators, students, public historians beyond their own memberships, and community members.

An alternative approach would be to develop a similar program for interested Archives or HCHS volunteers who would undertake oral history interviews with peers and community members, again with support from a visiting public historian (sponsored by the Library and/or Archives) and Library staff. None of the options presented in this report are age-restricted; there’s no “best before” date for learning.

Example 5: Building histories, Building archives -- a two-part summer program, leveraging literacy and reading initiatives at the Library, engaging with students (from Grades 6-8 age range) and offering hands-on training in archival practices by Community Archives staff. This plan is loosely modeled on the “Junior Archivist” program offered summer 2014 at the Whitby Public Library.

Over the course of a week (mornings or afternoons) during the summer, a small group of students would initially work with Library staff, finding and reading relevant books and subsequently writing essays (or, alternatively, writing skits, song lyrics, rap verse, diaries, or building relevant scrap books or miniature exhibits) about local history or heritage events. Themes could include everything from technology to music to the environment “back in the day”. Students would develop research and writing skills, gain knowledge about the significance of heritage in their own community, and learn that historical narratives can be presented in many ways via diverse media.

A select number of these students who demonstrated a particularly strong interest and commitment to historical research would be invited for an extra half-day training session with the Archivist (or an approved archival graduate student.) These young participants would learn how to build their own archives, documenting, saving and storing their creations to last a lifetime, and receiving a certificate from the Archives and Library upon completing their additional training.

This hands-on approach provides students with creative opportunities for storytelling and preservation, and would presents Library and Archival staff with new, relevant opportunities for educational outreach.

4.3 A brief essay on digital futures for knowledge and memory institutions

During a brief interview conducted for this research project, the Chair of the Library Board quickly outlined new possibilities emerging out of co-location which re-envisioned the Library and Archives (and likely other organizations) as part of a centralized information hub focused on literacy, community outreach, and tourism via displays, programming and information technologies. The idea is visionary and would require dedicated planning, but I suggest that exploring this “bigger picture” of integrated services will become increasingly essential to the future sustainability of the Library and Archives.

The most immediate challenge facing every stakeholder, of course, is successfully moving forward with the co-location project. Budgets, architectural revisions, building codes, construction schedules, moving plans – all these will be priorities for the near future. But co-location does not need to be an end in itself; and I suggest that it shouldn’t be. Having a larger vision of a consolidated heritage/literacy/information center with multiple partners would allow for a viable momentum to continue, encouraging additional corporate and other support for programming, staffing and an enhanced technological infrastructure that anticipates future community needs.

I recognize that every volunteer at the Archives and HCHS is not equally comfortable with computer technologies. But there are many ways to address this constructively, and this should not be the determining factor for current or future programming, marketing and other collaborations.

Digital technologies are commonplace in almost every aspect of daily communication; you simply have to count the number of emails and text messages we each send and receive every day to have this confirmed, or imagine the global chaos if the internet were to be “turned off”. Digital content and data management have become standard for library collections. Vibrant online reading communities have emerged. Libraries, museums, archives and other ‘memory organizations’ often serve as gateways to virtual resources for genealogists, local history researchers, and educators. Across the continent, archives and historical organizations have been building digital content for well over two decades, and many archives now manage and preserve digital content as part of their mandate.

Every knowledge and heritage organization risks marginalization if they choose not to digitize at least key elements of their collections or use social media to reach their audiences. Contemporary audiences expect not only to view but to interact with and most definitely to contribute to online exhibits, an expectation that has been carried over into physical exhibits as well as offline cultural programs and learning opportunities of all kinds. Our challenge, of course, is deciding how best to embrace this societal transformation which is re-shaping our institutions and municipalities.

I also recognize that it may require a massive reconsideration of mandates, technological infrastructures, and skillsets among the three primary stakeholders to transform this center into the kind of information hub which would attract a new purpose, new audiences and new partners. But consider the alternatives. We can draw from our own collective knowledge of regional histories to recognize what happens when technologies, resources and industries completely and utterly change -- but community infrastructures do not.

Recommendation:

Begin planning for a new “information hub” that reflects current and rapidly changing community and technological interests and needs, building on and expanding partner goals, professional requirements, legislated or other mandates, capacities and intended audiences.

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6. APPENDIX: SUMMARY OF QUESTIONS AND RECOMMENDATIONS

Questions framing this research:

- How are these organizations unique?
- What do they have in common?
- What incentives and motivations exist to encourage partnership?
- What organizational strategies have already been identified which could maximize the potential for collaboration and partnership, and what would these entail?
- To date, what partnering initiatives have been undertaken? Have they been successful? Are they sustainable? Why or why not?
- What other kinds of partnerships are possible in the future, and what would they require?
- What lessons can be learned from regional partnerships and collaborations at other institutions? How can they be adapted – and by whom – for these circumstances?
- How best can this document be used as both a reference and a springboard for effective communication and action?
- Why do we need both a Library and Archives? What separate and combined benefits do they, and how can we relay this information to communities served?
- What do the Library, Archives and HCHS wish to achieve beyond simultaneous “co-location” and implicit cost savings? And what are they willing to share, adapt, rethink, change, or restructure now or potentially in the future in order to maintain sustainable, dynamic partnerships?

Summary of Recommendations

Section 2.3

- Clarify and document the current relationship (historic, practical, legal) between the HCHS and Community Archives in a Memorandum of Understanding.

Section 2.4

- Plan to regularly conduct interviews and user surveys, encouraging feedback from staff, volunteers, patrons, and municipal partners to provide tangible data for grants, annual reports and program reviews.

Section 2.5

- Provide and update construction and colocation timelines to key stakeholders to ensure coordination for programs, gallery openings, and booking rental spaces.

Section 3.1

- Starting ASAP, schedule brief, concise weekly phone calls between Library and Archives management to share mutually relevant information and concerns.
- All relevant collaborative agreements – large or small -- should be documented and the information made readily accessible to appropriate management and senior staff.
- Hold ‘welcome mixers’ for all staff and volunteers as soon as possible this Fall, creating informal opportunities for people to meet.
- Ensure that Library staff and Archives volunteers are provided with regular updates during and after construction.

- Once the Archives is up and running, be sure to hold in-house tours of both the Library and Archives, including “behind the scenes” resources.
- Develop incentives – informal reward structures – to encourage staff input that highlights collectivity rather than competitive, insular programming.
- Create a mechanism for anonymous feedback (critiques and kudos), and ensure constructive management response.
- Develop opportunities for mentoring among all three partners.
- Library and Archives management as well as the Library Board (Trustees) and HCHS community should encourage Belleville City Hall to provide free parking passes for Archives and Library volunteers while they work on behalf of the City.
- Encourage all volunteers to participate in preparing “How to” guides” for Archives tasks, sharing collective knowledge.
- Identify ways in which the Archives volunteers can re-establish a sense of community in their new facilities.

Section 3.2

- Identify staff, determine and communicate priorities concerning collections policies. Establish clear goals and deadlines for decision making, and document all decisions taken, leaving open possibilities for future revisions

Section 3.3

- Develop a comprehensive range of communications strategies during the renovation process, with coordinated content ready for distribution prior to council’s approval of the construction plans.
- Identify playful and creative options for encouraging greater public curiosity in the renovation and co-location project.

- Encourage and enable the Archives and Library especially to develop a more comprehensive digital media profile.
- Bring students enrolled in the Media, Arts and Design program at Loyalist College (or Albert College, or seniors in local highschools) in to assess Library and/or Archives websites and social media (potentially for academic credit.)
- Make use of, repurpose or edit existing or externally produced audiovisual content tied in with programming for online distribution via podcasts or YouTube.

Section 4.1

- Jointly identify annual or special events that build on established partnerships or recent collaborative successes.
- To keep track of programming events, develop an in-house intranet accessible by staff and volunteers of the Library, Gallery, Community Archives and Historical Society.
- Archives staff/volunteers, Historical Society volunteers and Library staff should identify mutually relevant resources and interests in genealogy, and establish mentorships.
- Library, Archives and HCHS personnel should develop and publish current lists of genealogical resources, and or at least update existing brochures.
- Revise the Belleville History Alive! Project by updating the splash page, correcting errors, linking to institutional websites and social media, coordinating meta tagging, rethinking the focus of this project, evaluating user statistics and assessing the best way to present content.

Section 4.3

- Begin planning for a new “information hub” that reflects current and rapidly changing community and technological interests and needs, building on and expanding partner goals, professional requirements, legislated or other mandates, capacities and intended audiences.