

# *The First Ten Years of the Council of Nova Scotia Archives: Issues in the Archival Community*

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“The development of representative and useful archival networks will depend ... upon strong ... leadership ... committed participation ... and the provision of adequate funding.” (Miriam McTiernan, *Provincial/Territorial Networks — A Model* [1982]).

The Council of Nova Scotia Archives (CNSA) is a true child not only of the Atlantic region, but also of the Canadian archival community as a whole. Its founding members were active in various national organizations (such as the Dominion-Provincial-Territorial Archivists [DPT], the Association of Canadian Archivists [ACA] and the 1980 Consultative Group on Canadian Archives) and regional organizations (such as the Archival Association of Atlantic Canada [AAAC] and the Federation of Nova Scotian Heritage [FNSH]) which endowed them with an intimate knowledge of the national and provincial archival milieux. As a result, the birth of Canada’s first regional council of archives was timed to ride the crest of the wave created by the Symons Commission (1975) and the Wilson (1980) and Applebaum-Hébert (1982) reports.

With the experience of the unsuccessful AAAC behind it, the first CNSA executive set out to create an archival network which would be strong enough to unite the diverse elements of Nova Scotia’s archival community. A number of issues have arisen during the CNSA’s first ten years which are common to all provincial/territorial organizations: accreditation of membership; the pros and cons of being a *council* of repositories versus an *association* of individuals; the role of the provincial institution; volunteer staffing and its attendant burn-out; supervising a project-influenced organization; and adequately addressing the needs of an eclectic membership.

While the majority of problems inherent in these issues have been partly resolved over the years, continued vigilance is required if the CNSA wishes to celebrate its twentieth anniversary in 2003. Harnessing “strong leadership” and maintaining “committed participation” is not an easy task — especially during a recession influencing funding and staffing levels everywhere, from the largest institutions to the smallest seasonal repository. It is to be hoped that a review of these issues will refresh our memories, remind us once again why the effort is worthwhile — we are not alone, but part of a national

network — inspire new members to become actively involved in their council and focus our attention and energy for the work of the next decade.

The Archival Association of the Atlantic Provinces (AAAP), later the Archival Association of Atlantic Canada (AAAC),<sup>1</sup> constituted the first attempt at a regional archival organization. The thrust for this organization was originally provided by the Eastern Provincial Archivists' Association (which included Québec) at a meeting held in Charlottetown in July 1973. As Burnham Gill, Provincial Archivist of Newfoundland and Labrador, later related to the sixty delegates assembled in Fredericton for the founding meeting of the AAAP on 23 October 1973,

In anticipation of the formation of a national association of archivists, provincial archivists of the Atlantic provinces felt that time was right for a regional association.<sup>2</sup>

Unfortunately, the AAAC was not able completely to dissolve its apparent connection with the provincial institutions; and its critics in the late 1970s considered the AAAC to be an organization committed exclusively to the four provincial archives.

The AAAC was an *association* of individuals, rather than a council of institutions. This was reflected in its constitutional mandate

... to promote professional standards, procedures and practices among **persons** in the Atlantic Region involved in the care, custody and conservation or management of historical records.... Membership shall be open to any **person** interested in the preservation of historical records of Atlantic Canada.<sup>3</sup>

The original goals of the Association included increasing the professional and technical skills of amateur groups, publishing "small handbooks on various aspects of archival work," providing training grants and funding the purchase of archival collections relevant to Atlantic Canada. Thus the AAAP's primary goal was the training and professional development of individuals employed in "archival work." This may be contrasted with the CNSA's original goals, described as "basically the interchange of information and the sharing of certain expenses."<sup>4</sup> It does not appear that many of the AAAP's goals were met.

The question of defining membership arose almost immediately. As one member wrote to Keith Mathews, Chair of the AAAP, on 5 December 1973,

... in efforts to have wide membership, we are in danger of debasing the association.... I think our main thrust should be of a professional nature....<sup>5</sup>

Regardless of differing viewpoints, the number of AAAC members grew to 250 in 1976-77, many of whom were historians. By 1978-79, however, paying members had dropped to forty, and the *Newsletter* editor<sup>6</sup> reported having to pursue people for articles.<sup>7</sup> At the 1978 Annual General Meeting, the President stated in his address,

... membership is at a low ebb and so this main source of revenue is barely producing enough cash to keep our heads above water.<sup>8</sup>

Other members felt that the Association "had not improved the professional ideas to any extent." Hugh Taylor summarized what was considered to be a rising consensus (although by no means unanimous) in a letter tabled and read by Brian Cuthbertson:

When first created, the AAAC served a very real need ... [and] ... predate[d] the ACA and fielded a powerful lobby for the creation of the National Association.<sup>9</sup>

Taylor went on to point out that travel and accommodation costs were becoming increasingly prohibitive, and the growth of other provincial cultural and heritage associations was negatively affecting the AAAC's membership. In a 1980 circular Taylor noted, "Provincial governments are more inclined to give assistance to strictly provincial organizations in these days of tight budgets."<sup>10</sup> These factors pointed to the inevitable demise of the association.

Other factors contributing to its downfall which become apparent when perusing the Association's records included Nominating Committee difficulties. The Executive changed yearly in an attempt to share the responsibilities of hosting the AGM, as well as to ensure the appropriate representation from all four provinces. As a result, small provinces such as Prince Edward Island, having a minimal personnel pool, found their resources sorely taxed.

Moreover, the *Newsletter* — a rather hefty and expensive tome — was sent out only to paying members, and thus was not able to be used as a public relations tool for attracting new members. The character of the *Newsletter* articles<sup>11</sup> reflects the formidable role historians and historical societies played in the AAAC — marking the split in the membership. The AAAC was trying to be a professional organization for archivists while accommodating the needs of historical societies. When the Federation of Nova Scotian Heritage (FNSH) was founded in 1978, it appears that many of these societies left the AAAC, causing the troubling decline in the membership rate.

After a nearly two-year hiatus, a meeting was held in Halifax on 4 June 1981, at which it was agreed that any remaining AAAC funds would be used to sponsor the Atlantic Canada Historical Essay Contest. The contest was administered by the AAAC Executive and adjudicated by the four provincial archivists.<sup>12</sup> Thus ended the first attempt at an Atlantic Canadian archival organization.

Meanwhile, letters to and from Phyllis Blakeley in late 1981 and early 1982 contain references to a Networks Archival Committee and its proposed meetings.<sup>13</sup> This use of the term "networks" and its accompanying rationale grew out of the *Report to SSHRC by the Consultative Group on Canadian Archives*,<sup>14</sup> which was released in 1980. The Consultative Group, of which Robert Morgan was a member, included in its recommendations that a coordinated network of archives be developed.

In 1982 two important conferences were held which helped solidify the concept of the archival network. At the Fourth Interprovincial Conference of Ministers of Cultural Affairs and Historical Resources, in Regina on 3 May 1982,

It was resolved that a federal-provincial working committee be established by Deputy Ministers to investigate a number of concerns affecting Archives, specifically

a) the development and support of provincial archival networks

and

b) the development of an advisory funding body for archives;<sup>15</sup>

At an Archival Congress held in Kingston on 4 June 1982, moreover, it was resolved that

... the archives in each province form a co-ordinated network to establish common priorities and to develop sources, facilities and programs of benefit to all....<sup>16</sup>

It was felt that these networks should be included in the plans and activities of archives, and that reports on their organization and experience should be done through publications for the mutual benefit and information of the archival community. Also, in August of that year, "The Canadian Archival System — A Discussion Paper" was prepared by the Dominion-Provincial-Territorial Archivists' (DPT) Conference.

Thus, when the five archivists who comprised Nova Scotia's Archival Networks Committee met on 18 May 1982 with Louis Stephen, Deputy Minister of Culture and Recreation for Nova Scotia, all had made a previous intellectual commitment to the idea of a provincial archival network. The result was a positive one: the province eventually granted the Committee \$5,000 to finance operations. Unfortunately, this sum has only increased by \$100 in the past ten years.

In a discussion paper prepared for the meeting with Stephen,<sup>17</sup> Morgan outlined the history and nature of Nova Scotia's archives, and contrasted this "hodgepodge" with Nova Scotia's museum network system. He concluded by noting that there was a need to control the proliferation of archives and set standards for development. He pointed out how archivists had a tendency to gather material at each other's expense. A provincial archival network would advocate the exchange of finding aids, the dissemination of microfilm and eventually become part of a computer network which would access material nationally by subject.

This early conceptual model mirrored the Nova Scotia Museum network (under the jurisdiction of the Nova Scotia Department of Education), which monitored its membership through accreditation and eventually allowed access to national holdings via the Canadian Heritage Information Network system. It is interesting to note that the Nova Scotia group continued to emphasize a national computer network as its ultimate goal,<sup>18</sup> while federally an archival network became defined as

... the joining of existing archives (provincial, municipal, university, church, etc.) in a provincial or territorial jurisdiction for such purposes as planning acquisition strategies, undertaking joint projects and the sharing of expertise in a training situation ... **it does not denote a highly structured and controlled linkage via computer....**<sup>19</sup>

Throughout 1982, the DPT (of which Blakeley became a member in April when appointed Provincial Archivist of Nova Scotia in succession to Hugh Taylor) met to grapple with and define the parameters of this newly proposed archival system. In July 1982, Ian Wilson presented Miriam McTiernan's *Provincial/Territorial Networks — A Model* to the group for discussion. McTiernan's report outlined three phases in the formation of an archival network, the membership of which should comprise representatives from all institutions with archival holdings. The report outlined the issues, projects and services a network should undertake, and plotted their evolution. The first phase was a formative one in which problems were identified, priorities set, executive representation established, surveys conducted, funding strategies developed and training workshops conducted. The second phase addressed standards for archival description, diffusion programmes, planning for future priorities, establishing grant programmes, hiring conservation consultants and the central purchase of supplies. The final phase culminated

in "total" standardization (i.e., of description, storage, reference, etc.), cooperative micro-filming projects, inter-institutional information systems, consulting services on all aspects of archival import, and a centralized equipment and supplies purchasing programme.

Meanwhile, at the provincial level, the five archivists who made up Nova Scotia's Archival Networks Committee — fresh from their productive meeting with Deputy Minister Stephen — set the ball rolling in earnest after their June meeting at the Public Archives of Nova Scotia (PANS) by mailing out a survey to seventy-four organizations potentially holding archival material. This survey was adapted from the Nova Scotia Museum's accreditation questionnaire, and it was hoped the results would create an archival profile of the province. The response rate was 51.3 per cent and the findings were published in the CNSA's first *Newsletter*. At a meeting<sup>20</sup> in November 1982, held in conjunction with National Archives Week, the Networks Committee and twelve archivists representing university, federal and private repositories, as well as representatives from other provincial organizations, elected an interim executive<sup>21</sup> and struck three committees — a Constitutional Committee,<sup>22</sup> a Budget Committee<sup>23</sup> and a Questionnaire Committee.<sup>24</sup>

Two members of the Networks Committee were former secretaries<sup>25</sup> of the AAAC. As such, they were no doubt painfully aware of the problems inherent in the constitution of that organization, particularly the question of membership. There appeared to be complete agreement that the proposed network be of *archives* and not of *archivists* — a council rather than an association. The Constitution Committee used the AAAC's constitution as a model,<sup>26</sup> but adapted it to recognize the needs of a council. The aims and objectives of the proposed Council of Nova Scotia Archives/Conseil des Archives de la Nouvelle-Écosse were

To promote adequate standards, procedures and practices among **archival repositories** in Nova Scotia, to provide members with a common meeting ground for discussion of archival problems ... to provide a network for archival cooperation....

It had been decided by the Networks Committee in June 1982 that membership should be open to archives at all levels of jurisdiction and development. However, an exception to this rule was made immediately. It was agreed<sup>27</sup> that the Genealogical Association of Nova Scotia (GANS) be asked to join the proposed council, and that they be invited to the November inaugural meeting. Thus, in an attempt to harness "sister" resources, an archival user-group (and an association of individuals) became one of the first members of the Council. This informal, neighbourly attitude towards the very formal constitutional mandate which was being developed points to a membership conundrum at the outset. The constitution was to read,

Membership shall be open to any **institution** interested in the preservation of historical records in Nova Scotia.<sup>28</sup>

This belief that the needs of the institution/repository superseded those of the individual was upheld vigorously (if not militantly) and was articulated regularly by the Executive. After returning from a provincial presidents' meeting in June 1983, Morgan wrote,

... [in the other provinces] no one can speak for the *archives*.... Our Council on the other hand can speak for the province — this is what politicians and PAC and ACA want, particularly for funding. We do not speak only for a few archivists, but for all archives.<sup>29</sup>

As the Editor of the *CNSA Newsletter* commented in his introduction to the Spring 1985 issue,

... we wish to leave no one behind. The interested individual; the single person operation; the larger scale operations all merit equal consideration. It will be noted that we are a Council of "archives" not of "archivists". Just what an "archivist" is we will leave to the well honed navel gazing expertise of those west of the St. Lawrence River.

Certainly no prevarication here! Nonetheless, the question of what an archives is was not, and has yet to be, defined.

The issues, projects and services developed in the CNSA's first ten years follow McTier-nan's model in some respects while diverging in others. The Networks Committee had decided at previous meetings that the proposed council should have its own budget, which should in no way be dependent upon the Public Archives of Nova Scotia (PANS). Therefore, topics discussed at the first conference and founding meeting (29-30 April 1983) reflect what were thought to be the most pressing issues: funding, the constitution and accreditation.

Denis Stairs, Regional Representative for SSHRCC, was invited to speak, as it was then held by many in the archival community (though by no means all) that this organization was one of the most obvious sources of potential funding for archives.<sup>30</sup> Stairs told the assembled fifteen delegates that he was merely an interested observer, but that the "Council should put forward names of regional archivists to sit on selection committees."

An earlier presentation given by Robert Frame,<sup>31</sup> entitled "Accreditation of Small Museums in Nova Scotia — Problems and Pitfalls," appears to have been more fruitful. He had outlined the Nova Scotia Museum accreditation system (established in 1973 as a feature of the grant programme for the operation of local museums), and noted that it had not been an effective means of controlling the proliferation of museums — mainly because of the difficulties in enforcing the programme. Frame concluded by noting, "Band-ing together and promoting communication in itself improves standards." Following this presentation, those present concurred that a formal accreditation programme should not be pursued quite so early in the Council's development. A summary of the accreditation issue was given, and it was agreed to "pursue a policy of increased awareness."<sup>32</sup> However, six initial goals/projects were proposed: the need for a mobile 35 mm camera for the dissemination of microfilm; shared-cost purchasing of archival materials; seminars and workshops coordinated with FNSH;<sup>33</sup> applications for funding under winter and summer provincial and federal works programmes; establishment of regional and local public awareness committees; and preparation of a brochure in conjunction with the Genealogical Association of Nova Scotia (GANS). Of these original goals, only one was partially realized — coordinating workshops with FNSH. This coordinated workshop programme lapsed after a few years, and the Executive is now approaching FNSH in an attempt to rejuvenate the relationship.

Microfilm dissemination was the first project undertaken. This was no doubt a result of funding cutbacks to the then Public Archives of Canada's Diffusion and Extension programme. As early as 1979, it was being noted that

if the level of funding cost increases, within a year or two it will be necessary to abandon the microfilming of records....<sup>34</sup>

The CNSA distributed a microfilm survey in 1984 in an attempt to determine “who wanted what”; but only two were returned — by the Annapolis Valley MacDonald Museum in Middleton and the Beaton Institute in Sydney.<sup>35</sup> The only repositories having in-house microfilming units were the Beaton Institute and PANS.<sup>36</sup> The questionable results of a student-sponsored summer microfilming programme had underlined the importance of quality control. The whole microfilm dissemination issue has yet to be resolved and is still being discussed by the CNSA Conservation Committee. PANS is currently developing a policy which will define its role as a microfilming facility, but no diffusion programme has been adopted by the CNSA.

The CNSA *Newsletter* (Spring 1985) highlighted the following issues as the most pressing:

the ever increasing cost of supplies; the practical training necessary for an institution staffed solely by volunteers; the lack of proper facilities in which to house collections; [and] how to do more with less funds.

However, the founding of the Canadian Council of Archives (CCA) that same year brought in its wake some partial funding for the CNSA “which was regarded as a (very successful) pilot project.”<sup>37</sup> While this was not continued, the Nova Scotia Department of Culture, Recreation and Fitness began in 1986 to commit itself to an annual grant of \$5,100, which still continues.

Apart from an infusion of funds, the CCA brought with it plans for developing provincial and national short- and long-term priorities. This priority planning was followed closely by the national Needs Survey, which was circulated in Nova Scotia in April 1987. The entire Needs Survey process — from the gathering of data and compilation of statistics to the translation of information into concrete conclusions and recommendations — once again highlighted the questions and problems inherent in an organization having an extremely diverse membership. Nationally, the Needs Survey process commenced in 1986. The CNSA did not become involved until a year later — pointing to the CNSA’s rather informal attitude towards a very formalized national network.

Respondents found the survey very long and intimidating, and as a result, a fieldworker was hired to travel to the various repositories as a consultant. Issues of the *Newsletter* for the years 1987 and 1988 are filled with gentle, yet firm reminders of the necessity and importance of the exercise, and all the possible benefits which would be reaped — both federally and provincially — once the results were tabulated and analysed.

However, an article by Yvonne Fox<sup>38</sup> in the Spring 1986 issue of the *Newsletter*, discussing the situation at the Port Hastings Museum and Archives, voiced the growing frustrations of the smaller repositories:

Well, here we are after nine federal and several provincial grants, over \$150,000.00, and many thousand volunteer hours later with a unique combination museum and archives that has been nurtured along from infancy to its sixth birthday.... What’s the problem?... the most serious one is not having salary [sic] for at least one qualified person.... We have the frustration of being left to our own devices, learning by trial and error far away from those trained in the field. The training opportunities are haphazard, don’t necessarily come when we need the expertise and always require that nine others be interested in the same things. We’re being left to sink or swim, so there’s a feeling that it doesn’t really matter after all.

Fox went on to enumerate five concerns she wanted the Council to address: standards and guidelines for institutions; a list of resource persons available province-wide; the donation of PANS staff time in order to help train the staff of smaller repositories; a five-year plan for the CNSA, highlighting the role of archives in society, training and public relations; and the development of agreements with PANS and the Beaton Institute to accept the collections of local repositories in the event community support ceased. Fox concluded by saying,

It's obvious that the professional institutions being older, experienced and having a paid staff will have to take the bull by the horns and lead the way for all of us who are out beating the bushes.

The central underlying problems referred to repeatedly by Fox were underscored by the Needs Survey: What role does the provincial institution play in the Council (and how is an appropriate balance maintained); and how does the Council meet the needs of non-professional members working with small archival collections within museums?

The first executive had expressly stated that

the network we hope to create will have its strength in our smallest organization. We want then to build up rather than trickle down.<sup>39</sup>

There was also agreement that the Council President should not be a member of PANS staff. One question has always been how the CNSA might harness the resources and expertise available at PANS without turning itself into a PANS-driven organization. Other questions have been, What is an archives? and When should museums be responsible for archival materials in their custody? The difficulties caused by attempting to achieve this balance were underlined in the Needs Survey reporting process. The first compilation of statistics and set of recommendations were carried out by the fieldworker hired by the project, Lynn Murphy,<sup>40</sup> some of whose findings pointed to age-old difficulties. Of the organizations surveyed, more were members of the FNSH than of the CNSA. Of the fifty-five respondents, twenty were founded between 1970 and 1979. Many of the small repositories were part of larger institutions and therefore did not have their own operating budgets. The recommendations of the first report<sup>41</sup> were very specific, addressing primarily the problems of the regional and local archives. They included holding a membership drive, preparing collection policies for every institution, a travelling education officer, turning the *Newsletter* into an instructional "how-to" manual and adopting minimum standards for small archives.

However, the Executive felt that the initial report placed too much emphasis on museum repositories incorporating archives, and "did not give an overall picture of Nova Scotia archives."<sup>42</sup> Hugh Taylor was therefore seconded to re-evaluate the data. It was agreed that PANS statistics would be reported separately in order that the data not be skewed. The conclusions and recommendations of the second report<sup>43</sup> drew on the first, but attempted to strike a balance between provincial and local needs:

Networking is clearly in its infancy but should flourish thanks to the strong and friendly relationship between [*sic*] Nova Scotia archives.... There is a strong desire for staff development, especially in the short-term, which will prepare all archives for an increasingly sophisticated service.... There should be provincial/municipal funded continuity of support for archives achieving minimum standards.



Taylor's report agreed with some of Murphy's recommendations<sup>44</sup> while adding others, such as museums should decide whether they wish to administer an archives and maintain a minimum standard; the needs of different types of archives must be respected; and the government of Nova Scotia must take a leading role in records management through a comprehensive programme. Taylor's recommendation that municipal and provincial governments take more responsibility for the preservation and care of their own records, rather than relying on federal monies, has yet to be addressed.

The role of PANS in relation to the Council continues to be debated. Discussions regarding revisions to the constitution began in 1986, and composition of the Executive was again discussed in 1989 by the Nominating Committee. The possibility of the CNSA having a PANS staff member as President was rejected then because it was felt that such an innovation would make the Executive "too PANS top-heavy." In 1993, however, the CNSA's President will come from the provincial institution — reflecting Nominating Committee difficulties reminiscent of the AAAC.

Voluntary commitment has been the backbone of the CNSA Executive since its inception. Yet one of Canada's singularly characteristic traits (i.e., allegiance to our regions takes priority over commitment to the nation) is reflected at the provincial level. In the past, volunteer time donated to local repositories has taken precedence over serving a term on the Executive or one of its committees.

There has also been the criticism that the Nominating Committee did not fully detail the responsibilities incumbent with the positions in question — on two occasions incumbent vice-presidents declined to assume the presidency — and therefore the nominees were unprepared for the tasks expected of them. The changes to the constitution enlarging the Executive<sup>45</sup> and recent decisions to create job descriptions for all officers' positions will potentially help to address this problem. The Education and Outreach Archivist has also been appointed Chair of the most recent Nominating Committee in the hope that her knowledge of the provincial situation will enable her to pinpoint areas of enthusiasm and expertise currently underutilized. Nevertheless, local organizations should take an active interest by submitting their own suggestions for nominees to the Committee, rather than waiting for the Committee to approach them. There is also the feeling among some members that one has to be "asked" in order to participate. It is hoped the proposed job descriptions will facilitate better communication and enhance continuity.

This situation also reflects how the Council has grown from a small, informal group of about twenty members who were all intimately acquainted with one another (and therefore had no need of job descriptions or national needs surveys) to a formal organization of more than seventy members which is linked to a national network and now finally realizes the importance of developing short- and long-term objectives if it is to weather another fruitful ten years.

Which projects, then, has the CNSA undertaken in its first ten years in order to address the problems of training, funding and standardization (or rather the lack thereof)? The answer is several, though not necessarily in the order of McTiernan's model. Some of the first programmes sponsored by the CNSA have also been the most ambitious, such as the *Nova Scotia Subject Headings Authority* and the *Union List of Nova Scotia Newspapers*. *The Subject Headings Authority* has significantly aided the development of indexing standards for all archives, and has been used as a prototype by other provinces. A second edition is now being considered. The newspaper project consolidated and

disseminated previously inaccessible information. Arrangement and Description Backlog Reduction grants, available to CNSA members through the CCA, have been a funding godsend — especially for smaller repositories in need of paid staff. The CNSA Conservation Committee has been able to work with other provincial councils and the CCA to lobby the federal government in order to harness funding for various projects — not the least of which is centralized purchasing of specialized archival supplies. The most recent proposal submitted to the Executive involves hiring an itinerant conservator.<sup>46</sup> In 1991, the Council hired an “itinerant archivist” (now the Education and Outreach Archivist) whose tasks were initially to survey the provincial archival situation and then develop training workshops in order to address the most pressing needs. This position is currently under the direction of the Training and Professional Development Committee, which will be drafting long- and short-term plans for education and outreach.

One other challenge to running a project-influenced organization, which has become evident over the past ten years, is maintaining continuity in the face of volunteer burn-out. An example is the *Nova Scotia Subject Headings Authority*, which commenced in 1984. One of the original project coordinators continues to act as Chair of the Subject Headings Committee. There is a proposal for a second edition of the work, which brings with it a renewed commitment of volunteer time. Must the author of every new programme remain responsible for its growth and development for the rest of his/her professional career? If not, how is the torch most appropriately passed so that the lines of communication between past experience and present influx of new ideas remain open? The Executive acknowledges that continuity and the exchange of information between incoming and out-going officers have been less than efficient in the past. Recent constitutional changes, such as compelling the Vice-President in due course to assume the presidency, have also attempted to address the situation.

In order to plan properly for the second phase of its growth, the CNSA Executive has struck a Futures Committee chaired by Robert Morgan. The Committee intends to review past proposals and surveys in order that goals may be reassessed and short- and long-term plans prepared. While many would argue this should have been done at the beginning, rather than in the middle of the Council's development, the original informal makeup of the organization did not warrant it.

The CNSA begins its second decade with an active membership of more than seventy individuals<sup>47</sup> and institutions. It will be the responsibility of the Executive and its various committees to bring the Council out of its (very fruitful) first phase of growth, and to continue developing and delivering programmes and services which advance in step with the profession as a whole. This goal can be achieved only through the “committed participation” of its members. The first ten years have shown how much can be accomplished by a small province whose greatest resource is its people; and there is every reason to believe that the initiative which gave rise to the CNSA will continue.

### Notes

- \* The author would like especially to thank Sandra Haycock for defining the issues, for her insights into the Council's first ten years and for her constructive criticism of the paper. Also Allan Dunlop, Robert Morgan and Patricia Townsend for sharing their memories of the early years; Mary Ledwell, CNSA Education and Outreach Archivist, for her suggestions; and Carman Carroll for his helpful contribution and for permission to consult the records of the Public Archives of Nova Scotia (PANS).

- 1 Archival Association of Atlantic Canada fonds, MG 20 Vol. 657 No. 2, Public Archives of Nova Scotia (PANS). The Association's name was changed at a meeting in April 1974.
- 2 PANS, MG 20 Vol. 657 No.1: Minutes of the AAAP organizational meeting, 23 October 1973.
- 3 PANS, MG 20 Vol. 660: Constitution of the Archival Association of the Atlantic Provinces (AAAP), as printed in *Newsletter* No. 2 (March 1974), pp. 4-5.
- 4 Council of Nova Scotia Archives fonds, PANS, MG 20 Vol. 1449: Robert Morgan, Beaton Institute of Cape Breton Studies, University College of Cape Breton. Submission to the Cultural Policy Conference, March 1983, p.2.
- 5 Archival Association of Atlantic Canada fonds, PANS MG 20 Vol. 657 No.1: Letter from Harry Holman, Provincial Archives of Prince Edward Island, to Keith Mathews.
- 6 Dr. Brian Cuthbertson.
- 7 Archival Association of Atlantic Canada fonds, PANS, MG 20 Vol. 661 No.2: Minutes of AAAC Annual General Meeting, St. John's, Newfoundland, 30 September 1978, as published in *Newsletter* 6, no. 2 (December 1978), p. 61.
- 8 Ibid.
- 9 Ibid., p. 64-65.
- 10 PANS MG 20 Vol. 1996 No.4: Circular from Hugh Taylor to AAAC membership, 9 July 1980.
- 11 The *Newsletter* was divided into two sections: "Features" and "Archives and Historical Societies." Submissions to both categories included historical essays/papers. The *Newsletter* was therefore also an historical journal and offered little in the way of training and professional development information for archivists.
- 12 Public Archives of Nova Scotia fonds, PANS RG 53 Vol. 121: Minutes of the final meeting of the AAAC, 4 June 1981.
- 13 PANS RG 53 Vol. 108: Letter from Robert Morgan to Phyllis Blakeley, 8 December 1981, refers to a January 1982 "networks meeting." Letter from Phyllis Blakeley to Neil Boucher, 26 March 1982, calls the group the "Networks Archival Committee." The members of this committee were Phyllis Blakeley, Associate Provincial Archivist, PANS; Robert Morgan, Director, Beaton Institute, University College of Cape Breton; Allan Dunlop, Assistant Provincial Archivist, PANS; Neil Boucher, Director, Centre Acadien, Université Ste-Anne; and Patricia Townsend, Archivist, Acadia University. True to the tone of the Symons report, three of the Networks Committee members represented university archives. Legend has it that four of the founding members met to plan throughout 1981 over numerous Schooner beer at the Nova Scotian Hotel's Griffin Lounge in downtown Halifax; the author, however, was unable to verify this.
- 14 Social Sciences and Humanities Research Council of Canada. *Canadian Archives. Report to the Social Sciences and Humanities Research Council of Canada by the Consultative Group on Canadian Archives* (Ottawa, 1980).
- 15 PANS RG 53 Vol. 107: As quoted in "The Canadian Archival System — A Discussion Paper" distributed at a Dominion-Provincial-Territorial Archivists' Conference meeting, 12 August 1982, p. 5.
- 16 PANS RG 53 Vol. 107: "Resolutions Adopted at the Archival Congress, Kingston 4 June 1982" [draft].
- 17 Council of Nova Scotia Archives fonds, PANS MG 20 Vol. 1449: "Points for Discussion with the Deputy Minister of Culture Recreation and Fitness of Nova Scotia," 19 May 1982.
- 18 Public Archives of Nova Scotia fonds, PANS RG 53 Vol. 107: Letter from Phyllis Blakeley to Allison Bishop, Director of Cultural Affairs, 12 September 1983, regarding a meeting of provincial ministers of Culture and Historic Resources, addressing item No. 3, 1a-1c: "For such a network of archival information it is important to have a national archival information system and eventually a computer link with PAC"; letter from Blakeley to Bishop, 11 April 1984, regarding comments on "The Canadian Archival System": "... member institutions of the Council should then move to the exchange of information and inventories by computer."

- 19 Author's emphasis. PANS RG 53 Vol 107: "Implementation Guidelines for the Canadian Archives System. A Report Prepared by the Dominion-Provincial-Territorial Archivists' Conference," 26 August 1984, p. 1.
- 20 Advertised as "a small meeting to organize a council of Nova Scotia Archives...[and] to arrange for more cooperation among the various archives and local history societies in the province and to discuss the possibility of obtaining grants from the Social Sciences [and] Humanities [Research] Council."
- 21 President, Robert Morgan; Vice-President, Neil Boucher; Secretary, Allan Dunlop. The Provincial Archivist was an *ex officio* member as per the recommendations of the DPT outline for developing an archival network, which stated that leadership was to come from the provincial archives, but the chair was to come from the smaller institutions.
- 22 Robert Morgan, Phyllis Blakeley, Patricia Townsend, Neil Boucher and Charles Armour.
- 23 Betty Ann Aaboe-Milligan, Robert Frame and Allan Dunlop.
- 24 Allan Dunlop, Bill Naftel.
- 25 Phyllis Blakeley, 1975-76, and Patricia Townsend, 1979-81.
- 26 Public Archives of Nova Scotia fonds, PANS RG 53 Vol. 106: Blakeley's annotations on the constitution of the AAAC.
- 27 Council of Nova Scotia Archives fonds, PANS MG 20 Vol. 1449: Minutes of a meeting of an ad hoc committee investigating the possibility of establishing a Council of Nova Scotia Archives, 21 June 1982.
- 28 PANS MG 20 Vol. 1449: Constitution of the Council of Nova Scotia Archives/Conseil des Archives de la Nouvelle-Écosse.
- 29 Ibid. Letter from R. Morgan to A. Dunlop, 22 June 1983.
- 30 Because of the recent Canadian Studies Research Tools programme; the SSHRCC/archives debate still continues.
- 31 *Supra*, note 28: Minutes of an organizational meeting for the proposed founding of a Council of Nova Scotia Archives, 20 November 1982.
- 32 PANS MG 20 Vol. 1449: Minutes of the founding meeting of the CNSA, 30 April 1983.
- 33 The Federation was an older organization and already had established a series of training workshops.
- 34 Public Archives of Nova Scotia fonds, PANS RG 53 Vol. 107: Memorandum from P. Yurkiw to M. Swift regarding the Public Archives of Canada diffusion programme.
- 35 PANS RG 53 Vol. 106: Minutes of CNSA Executive meeting, 3 December 1984.
- 36 Ibid. Minutes of CNSA Executive meeting, 10 May 1984. The Executive "expressed some surprise that only PANS and the Beaton Institute had in-house microfilming units." As a result of this discovery and suggestions regarding the possibility of a PANS Winter Works microfilming project, it was agreed that a survey be prepared for distribution.
- 37 CNSA *Newsletter* No. 5 (Fall 1986), p. 1.
- 38 Fox signs her article "Volunteer Curator of the Port Hastings Museum and Archives, Also Corresponding Secretary and Publicity Person for the Port Hastings Historical Society (Jack of all trades!)."
  - 39 CNSA *Newsletter* No. 2 (Spring 1985), p. 1.
  - 40 Records of the CNSA.
  - 41 24 March 1988.
  - 42 Minutes of Executive meeting, 25 April 1988.
  - 43 26 May 1988.

- 44 I.e., approved acquisition strategies and the development of minimum standards.
- 45 At the 1992 AGM, two Member-at-Large positions were approved. It is to be hoped that these officers will encourage greater input from smaller institutions at the Executive level.
- 46 This decision came out of a report prepared in 1992 by Ruth Legge for the CNSA, which surveyed the conservation needs of the membership: "Preventative Conservation in Nova Scotia Archives — Priorities and Prospects."
- 47 Proposed amendments to the constitution (1990) were eventually adopted. Article 3: **Membership** of the CNSA constitution now includes clauses for individual and honorary members.