

City of Burnaby Corporate Services

Community Archives Strategy

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City of Burnaby is located on the ancestral and unceded homelands of the hənq̓əminəm̓ and Sḵwx̱wú7mesh speaking peoples. We are grateful for the opportunity to be on this territory.

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1 EXECUTIVE SUMMARY

In 2022, the City of Burnaby's Corporate Services department initiated a project to envision and plan the future state of community archives services at the City. These services include engaging the community, collecting, preserving, and providing access to records of diverse community histories and experiences. The City of Burnaby Archives (a work unit within Corporate Services) has a mandate to provide these services in relation to both corporate (City) records and the records of Burnaby communities ("private records"). However, the Archives' primary directive is to fulfill the requirements of the Community Charter through corporate records retention and access. As a result, services related to private records and community engagement have been under-resourced at the Archives, and have evolved at other work units at the City involved in cultural heritage, over time and in response to community need. These include the Burnaby Village Museum, the Art Gallery, and the Public Library.

Under the direction of Corporate Services, this project brought together input from all of the City's cultural heritage work units to understand the current state of community archives services across cultural heritage work units at the City of Burnaby; envision a future state for community archives services as owned by the City of Burnaby Archives; and define the resources required to make the vision a reality over a five to ten-year future.

The Vision: *Preserve and facilitate access to the cultural memory of diverse Burnaby communities.*

Strategic Objectives

- ◆ Define and enrich collection
- ◆ Diversify services
- ◆ Create safe and trusted spaces

Guiding Principles

- ◆ Involve community
- ◆ Advance reconciliation with Indigenous peoples
- ◆ Work in partnership
- ◆ Build capacity and skills

The City of Burnaby Archives is well positioned to take the leading role in the delivering the City's community archives services by expanding its work to collect, preserve, and provide access to both corporate and private records. There is support within the City, between cultural heritage work units, and from community members for community-oriented archives services, including those involving the collection of private records. However, the City Archives requires appropriate resources in order to properly deliver the mandate, under the vision described. In overview, these include:

- ◆ 2 new Regular Full-Time Archivist positions and one new Conservator position to be added over 5-year horizon and sustained into the future.
- ◆ 2 project-based positions per year starting in 2024.
- ◆ Approximately 635 additional net square meters of space (+320% over current) to support a 20-year growth pattern associated with Community Archives and services. This includes all corporate records, and a representation of 10% community records to 2040.



This report summarizes engagement and research findings, collective input by City staff in workshops, and recommendations for resource requirements. It presents a transition plan to guide the City in achieving the future state vision and meeting its objectives for archives services. Importantly, these include but are not limited to:

- ◆ Continued engagement with First Nations, community archivists, and community members to identify opportunities for the Archives to support reciprocal relationship building.
- ◆ The formation of a Cultural Memory Working Group, led by the Archives, to integrate community archives efforts across the cultural heritage work units.
- ◆ The formation of a Cultural Memory Advisory Panel whose members represent diverse communities in Burnaby and who support the Archives and Cultural Memory Working Group in building reciprocal relationships with those communities.
- ◆ Support for students learning to work as community archivists, providing these students with opportunities to build knowledge and skills by working alongside practicing archivists at the City.

A note regarding nomenclature: This report uses the term “cultural heritage work units” to refer to the existing work units within the City of Burnaby’s organizational structure that have mandates to preserve, advise upon, interpret, or otherwise engage with the histories of Burnaby communities. Based on the advice of staff within these work units who contributed this project, this report uses the term “cultural memory” instead of “cultural heritage” in the names of two new groups in the recommended future-state operating model, the Cultural Memory Working Group and the Cultural Memory Advisory Group. To help distinguish between the existing cultural heritage work units and the two recommended future-state groups, this report retains references to the “cultural heritage work units” as such.



2 INTRODUCTION TO PROJECT

The City of Burnaby is interested in better supporting the preservation of cultural memory for the variety of people with a relationship to what is now called Burnaby. Currently, Burnaby is preserving cultural memory through practice (e.g. events, art, education) and preservation. Preservation of cultural memory includes collecting and managing original materials such as records, art, and artefacts.

The City of Burnaby’s Corporate Services Department has set out to explore a facet of cultural memory preservation representing the history and experiences of Burnaby communities more equitably and accurately in the records maintained and made available by the City of Burnaby Archives (“the Archives”). Through this “City of Burnaby Archives Strategy”, Corporate Services is seeking to better define responsibility for (and resources required to support) the collection, preservation, and access of/to private records, and to further enable the Archives’ continued services with regards to corporate records.

The mandate of the City of Burnaby Archives includes collecting, preserving, and providing access to private records. The Archives was established in 2001 as the official repository for all inactive corporate records with permanent value to the City of Burnaby. The mandate to include private records was added in 2006; however, the Archives has experienced capacity-related constraints related to this mandate. Both physically and functionally, the Archives as it currently exists is unequipped to expand its services in relation to private records collection, preservation, and access, or to community engagement supporting those ends. This has led to the need for this project, to better define the services envisioned and the resources required to achieve those services within the landscape of partners involved in cultural memory in Burnaby.

As a Corporate Services-led project, this strategy’s recommendations and resource requirements target the operations of the City of Burnaby Archives specifically. However, related work units within the City (other cultural heritage work units) also work on aspects of cultural memory, and have been involved with private records in a variety of ways as a part of their efforts since inception. These are:

Burnaby Village Museum
(BVM)

Burnaby Public Library
(BPL)

Burnaby Art Gallery
(BAG)

All work units are recognized caretakers of cultural memory and will collaborate to achieve the strategy’s shared vision in partnership. Two other City cultural heritage work units, Indigenous Relations and Reconciliation and Planning and Development (Heritage Planning), will also contribute to this work.

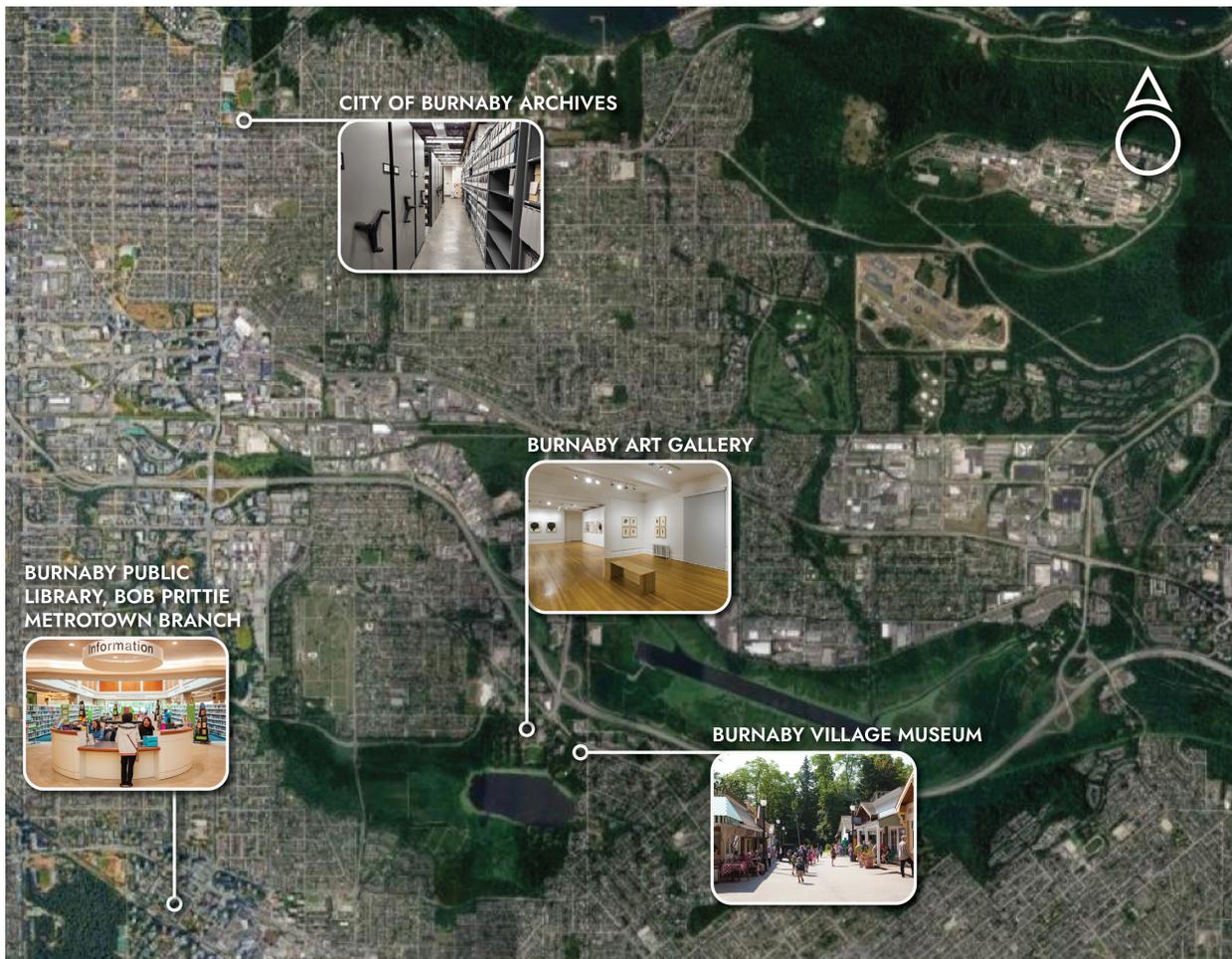
Through this strategy, Corporate Services is intending to build the capacity of the City’s Archives to reflect and serve Burnaby’s diverse community members. The strategy will also build capacity for serving and engaging with Indigenous communities, including considering the interests of First Nations related to Burnaby, providing services to the community members of the First Nations, and serving urban Indigenous community members in Burnaby. The strategy includes:



- ◆ Recommendations related to services provided by the City Archives and work units that provide archives services at the City.
- ◆ Recommendations relating to how the City coordinates the work of private records collection, preservation, and access across the work units responsible for these services.
- ◆ Identifying operating and space needs for the City Archives to support the recommendations.
- ◆ Identifying opportunities for the City Archives to contribute to building capacity for archives work within and by community groups.

Aided by the synthesis of extensive background documentation review and numerous stakeholder discussions and workshops, the enclosed strategy describes the current state of cultural heritage work units, defines a vision for future state services related to private records, suggests a future-state service model, and provides an estimate of future resources (staff, collections, spaces) required to realize this model.

Figure 1: City of Burnaby Cultural Heritage Work Units Location Map





3 CONTEXTUAL SUMMARY

3.1 Burnaby Communities

"Definitions of what a 'community' might be are of course particularly complex and fluid and capable of multiple interpretations. [...] I prefer to be both broader and more explicit by referring to a community as a group who define themselves on the basis of locality, culture, faith, background, or other shared identity or interest." Andrew Flynn¹

This strategy considers Burnaby communities to be "group[s] who define themselves on the basis of locality, culture, faith, background, or other shared identity or interest"², and who have a strong connection to people, places, and institutions within the City of Burnaby's physical and virtual spaces.

Some examples of Burnaby communities might be (if they define themselves as such):

- ◆ A group of people living in Burnaby whose families have a nationality, ethnicity, or culture in common
- ◆ Members of an organization that holds many of its meetings and events in Burnaby (a cultural organization, a club, a political group, a religious or spiritual organization)
- ◆ A group of taxi drivers who work in Burnaby
- ◆ Members of an organization that advocates for the rights of workers who are employed and/or living in Burnaby

3.2 Heritage System

*"Heritage is our legacy from the past, what we live with today, and what we pass on to future generations. Our cultural and natural heritage are both irreplaceable sources of life and inspiration."*³

The City of Burnaby's heritage system is composed of people, law and policy, and processes that interact to preserve knowledge and evidence of human cultures, ecosystems, environments, geographic features, and other elements of heritage in connection with Burnaby communities.

The **people** within the City's heritage system include staff and residents of the City and the host First Nations on whose traditional territories Burnaby is now located. The people also include staff working for neighbouring

¹ Andrew Flynn, "Community Histories, Community Archives: Some Opportunities and Challenges," *Journal of the Society of Archivists* 28, no. 2 (2007), p. 153 (emphasis in original), as cited by Gracen Brilmyer, Joyce Gabiola, Jimmy Zavala, and Michelle Caswell, "Reciprocal Archival Imaginaries: The Shifting Boundaries of 'Community' in Community Archives", *Archivaria* 88 (Nov. 2021), retrieved from <https://archivaria.ca/index.php/archivaria/article/view/13695>

² Ibid.

³ UNESCO, "About World Heritage", retrieved from <https://whc.unesco.org/en/about/>



municipalities, Metro Vancouver Regional District, and the governments of BC and Canada. Members of community organizations and groups are also people in the system. The interactions of City staff, Burnaby community groups and organizations, and First Nations governments and communities figure most prominently in this strategy.

City staff doing cultural heritage and memory work are guided by codes of ethics, values, and professional standards and guidelines related to their respective work units' mandates. Staff members will be familiar with their respective professional associations' initiatives to respond to the Truth and Reconciliation Commission of Canada's Calls to Action (2015). For example, several organizations representing Canadian archives and archivists developed a collective response to Call to Action 70; the outcome of their work is a reconciliation framework, composed of strategies for Canadian archives to implement of the *United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP)* and the *United Nations Joint-Orentlicher Principles*.⁴ Archives staff would like to integrate the strategies described in the Reconciliation Framework into the City's archives services.

A framework of **law and policy** that informs the City's cultural heritage accountabilities includes, but is not limited to, the Government of BC's Declaration on the Rights of Indigenous Peoples (Declaration Act), the Community Charter, Local Government Act, and Freedom of Information and Protection of Privacy Act.

Other components of the City's legal and policy framework for cultural heritage include the City's own bylaws, corporate policies, and other commitments, for example the Records Management Bylaw (Bylaw 11228), which relates to the Archives' mandate. The Truth and Reconciliation Commission's Calls to Action are part of the City's cultural heritage work as well. The City is taking steps to implement several of the Calls to Action currently, including some with a direct connection to cultural heritage:⁵

- ◆ #43, "To fully adopt and implement the United Nations Declaration on the Rights of Indigenous Peoples as a framework for reconciliation."
- ◆ #47, "To repudiate concepts used to justify European sovereignty over Indigenous peoples and lands."

⁴ For the Canadian archival community's response to TRC Call to Action 70, see Steering Committee on Canada's Archives, Response to the Report of the Truth and Reconciliation Commission Task Force, *Reconciliation Framework* <https://archives2026.com/response-to-the-report-of-the-truth-and-reconciliation-commission-taskforce/> (2022), retrieved from https://archives2026.files.wordpress.com/2022/02/reconciliationframeworkreport_en.pdf . The Canadian Museum Association's response to Call to Action 67 is documented in *Moved to Action: Activating UNDRIP in Canadian Museums*, 2022, retrieved from https://museums.ca/uploaded/web/TRC_2022/Report-CMA-MovedToAction.pdf.

⁵ City of Burnaby, "Indigenous Peoples & Reconciliation", retrieved from <https://www.burnaby.ca/our-city/diversity-and-inclusion/indigenous-peoples-and-reconciliation>



- ◆ #57, "To provide education to public servants on the history of Aboriginal peoples, including the history and legacy of residential schools. This will require skills-based training in intercultural competency, conflict resolution, human rights, and anti-racism."
- ◆ #77, "To work collaboratively with the National Centre for Truth and Reconciliation to identify and collect copies of all records relevant to the history and legacy of the residential school system."⁶

Among the **processes** within the City's heritage system are those which the City's cultural heritage work units carry out to collect, preserve, and provide access to records of Burnaby communities. These processes are the basis of the City's community archives services, and the focus of this study.

3.3 Work Units

The City's cultural heritage work units are:

- ◆ Burnaby Art Gallery
- ◆ Burnaby Public Library
- ◆ Burnaby Village Museum
- ◆ City of Burnaby Archives
- ◆ Planning and Development (Heritage Planning)
- ◆ Indigenous Relations

Each of these work units is critical to defining and delivering fulsome archives services to Burnaby communities. The mandates of the Art Gallery, Library, Museum, and Archives include the potential to collect, preserve, and provide access to records of diverse Burnaby communities. For this reason, this strategy has sought to learn the most about these four work units, specifically:

- ◆ What the mandates of the Art Gallery, Library, Museum, and Archives call on them to do with respect to managing collections of historical records of Burnaby communities, and how they do these things ("current state")
- ◆ What they think they ought to be doing to represent diverse communities' histories and experiences more equitably and accurately ("future-state services" – see section 4.2)
- ◆ How the four work units will work together to deliver those services, with help from Planning and Development and Indigenous Relations ("future-state operating model" – section 4.3)

⁶ In response to Call to Action #77, the City of Burnaby Archives has shared a list of relevant records in its holdings with the National Centre for Truth and Reconciliation. Truth and Reconciliation Commission of Canada, "Calls to Action" (2015), retrieved from https://ehprnh2mwo3.exactdn.com/wp-content/uploads/2021/01/Calls_to_Action_English2.pdf



3.3.1 Summary Of Current State

Throughout engagement with all six cultural heritage work units, it was apparent that the Art Gallery, Library, and Museum have relationships and resources to respond to diverse community needs. While the Archives is able to offer reference services to community members and interact with potential donors, as well as develop new service offerings in response to community members’ needs, it lacks the organizational infrastructure and resources to engage with community members more broadly and proactively, and to represent diverse community members’ histories and experiences in its holdings.

Another key finding was that City Archives and Burnaby Village Museum, which both collect, preserve, and provide access to private records, have successfully launched several service offerings through deliberate partnership with each other and Planning and Development (Heritage Planning) over the last 18 years. For example, several iterations of Heritage Burnaby, their shared resource, have been well received by community members. However, the overlap of the Archives and Museum’s collecting mandates and the Archives’ lack of resources to acquire private records lead to fragmentation of services and can cause tensions between work units. Centering the design and delivery of future-state services around the interests of community members may provide opportunities to resolve conflicting mandates and services.

3.3.2 Engagement Themes

Engagement with staff and services of the Art Gallery, Library, Museum, and Archives identified several themes relating to what’s going well, what’s challenging, what’s changing, and what opportunities staff see to enhance how they collect, preserve, and provide access to historical records of diverse communities. Six common themes emerged: centering community, building capacity, increasing access to holdings, opportunities related to born-digital records, relationships with other cultural heritage work units, and facility constraints. These are summarized in the table below, with detailed notes appearing in the Appendix.

Table 1: Summary of engagement themes from cultural heritage work units

Theme	Cultural Heritage Work Unit Discussions
<p>Centering community</p>	<p>BAG has been deepening its commitment to supporting artists traditionally underrecognized in collections.</p> <p>BPL is focusing on “a welcoming community”, shifting its focus outward to design services based on what community members use and say they need. BPL is also taking steps to prioritize Indigenous community members’ interests.</p> <p>BVM is centering work around needs of communities, including forming long-term reciprocal relationships with community groups, actively engaging with members of diverse Indigenous and non-Indigenous communities in Burnaby with the goal of increasing representation of these communities in Museum programming.</p>
<p>Building capacity</p>	<p>BAG is focusing on culturally appropriate care and cultural safety in training and in management of their collections.</p> <p>BPL is promoting digital literacy and digital inclusion.</p>



Theme	Cultural Heritage Work Unit Discussions
Increasing access to holdings	BAG wants to make more historical records available online, pro-actively, but recognizes that digitization requires additional skillsets. BPL recent projects will provide opportunities for improved access to Special Collections (with the renovation of the Metrotown branch) and digitization of materials via a new digital studio. The Archives is working to reduce barriers to access including digitization and faster/simpler reproduction processes. The Archives is interested in enabling improved public access to corporate records.
Opportunities relating to digital-born records	BAG is exhibiting and collecting born-digital materials. The Archives is preserving born-digital materials.
Relationships with other cultural heritage work units	All work units reported existing working relationships and desire for more organized collaboration with the Archives. The relationship with the most overlap in regard to community archives is that of the BVM and the Archives. Specifically, BVM has close community relationships and has acquired community records over time through these. The team recognizes that the Archives does not have the resources or infrastructure to support those records. Furthermore, donors used to working with the Museum may not trust that the Archives will care for records as respectfully and responsibly as the Museum.
Facility constraints	BAG will soon reach its maximum storage capacity for art collections and has lost its CCPERB designation due to physical space issues. The Archives reached its physical storage capacity in 2016 and is currently using a third-party offsite storage solution. Lack of storage discourages the Archives from soliciting community donations or publicizing their services.

3.4 Comparators / Peers

Three municipal, "peer" archives were identified and interviewed for their experiences in relation to community engagement and private records, collection, and access. Archivists for the cities of Surrey, Richmond, and Ottawa provided their time and expertise to the project. Interviews with these peers identified several common themes that are of interest and value to the City of Burnaby as it builds out its community archives services. These themes are explored in the sections below. Detailed engagement highlights from each peer archives, along with profiles of each peer archives, can be found in the Appendix.



Table 2: Comparator Summary Metrics

Category	Burnaby	Surrey	Richmond	Ottawa
Population, 2022	265,941	586,322	230,584	1,056,750
Year Archives Established	2001	1976 (as part of Museum)	1979	1976
Holdings	816 linear metres	Unreported	~1,000 linear metres of physical records	~20,000 linear metres of physical records
Approximate Private Records	~7% of holdings	~80% of holdings	~25% of holdings	Unreported

3.4.1 Engagement Themes

3.4.1.1 Sustaining total archives through ongoing services to parent municipality and community

All three municipal archives were established in the 1970s or early 1980s, with strong support from community groups. All three archives have followed the Canadian “total archives” model since their establishment, serving as the repository for their parent municipalities’ records with long-term value as well as for selected records of private sector organizations and individuals (private records).

All three municipal archives work with their respective institutions’ corporate records management programs to determine the disposition of corporate records as part of retention schedule development and coordinate and plan for the transfer of inactive corporate records. All three maintain close ties to communities through Friends associations (see 3.4.1.2 below).

The City of Ottawa Archives and City of Surrey Archives have recently developed strategies to represent underserved communities’ histories more equitably; their strategies include above all, prioritizing and serving the interests of the communities with which they engage over acquiring records for the archives, and working toward building longer-term reciprocal relationships. They are collecting and engaging with oral histories in novel ways (see 3.4.1.3 below). Ottawa offers its services to community groups that would like to enhance their own recordkeeping (the City of Richmond Archives has offered workshops on recordkeeping for societies in the past).

3.4.1.2 Friends of the Archives

All three archives enjoy the ongoing support of a Friends of the Archives or similar society. Each of these societies were established to raise capital funding for the development of their city’s archives programs or facility (or in the case of the City of Surrey, for a new museum facility).

The Friends societies assist their respective partner repository with advocacy, community engagement, exhibit development, acquisitions of private records, and fundraising, including oversight of trust funds they



established with the archives' parent institution to provide a dedicated source of funding to the Archives. It may be that Friends lend social capital to their partner repositories, easing if not directly addressing concerns community members may have in relation to the archives as instruments of state.

3.4.1.3 Uses of oral histories

In the words of one city archivist we interviewed, oral histories “give voice to communities that were silenced” by dominant white settler communities.⁷ Oral history is also the traditional manner in which Indigenous peoples have documented their history and culture.

Both the City of Ottawa and City of Surrey Archives are gathering oral histories to record the experiences of communities and community members to compliment the archives' holdings. The City of Ottawa Archives employs oral histories to assess their existing holdings and identify gaps in community representation, and then draws on the oral histories to locate potential donors of records that would fill those collection gaps or groups wanting help maintaining their own archives.⁸

While the City of Richmond Archives does not have an active oral history program at this time, it holds oral history recordings made by community members in the 1970s and early 1990s and provides extensive name and subject indices to them, accessible on richmond.ca.⁸

3.4.1.4 Advisory Groups

In addition to engaging with community members through Friends of the Archives Societies, two of the peer archives work with advisory groups composed of community leaders. In recent years, the Surrey Archives and Museum formed several community-specific advisory groups together, and now engage with the members of each group on different initiatives. As part of its Tapestry work, the City of Ottawa Archives has established an advisory panel whose members represent multiple communities. Unlike community-initiated Friends societies, these advisory bodies are not independent charitable societies.

Like the community advisory groups that work with the Burnaby Village Museum, the Surrey community advisory groups and Ottawa's Tapestry Advisory Panel identify projects of interest, people to talk with, and potential sources of records of interest. They also recommend approaches to engaging with the communities they represent. For example, the Surrey Archives collaborated with their LGBTQ2S+ Advisory Group to host and facilitate a panel discussion and interactive oral history event in 2022. In Ottawa, the Tapestry Advisory Panel is working with members of Chinese, South Asian, Caribbean and LGBTQ2S+ communities to engage

⁷ Interview with Paul Henry, City Archivist for the City of Ottawa, 8 Dec. 2022.

⁸ Ibid, Paul Henry.



“community members and organizations in partnerships and campaigns to encourage donations of significant records to the City of Ottawa Archives.”⁹

3.4.1.5 Digital presence

All three archives have a set of nested pages on their respective institutions’ websites, each starting at level three in site hierarchy. All three have a separate web-based portal for searching their holdings and accessing digitized records. All three have their own social media channels.

Ottawa’s Friends society has their own website, while Richmond and Surrey’s Friends societies have a page on the municipalities’ respective sites. All three archives’ Friends societies maintain social media channels featuring content from the associated archives.

3.4.1.6 Collaboration and division of accountabilities with civic museums

All three repositories collaborate with their respective municipalities’ museums, coordinating acquisitions so that records come to the archives and artifacts to the museums, sharing online catalogue resources, and/or engaging with communities together.

3.4.1.7 Response to the Calls to Action of the Truth and Reconciliation Commission

All three archives are participating in their respective institutions’ responses to the Calls to Action of the Truth and Reconciliation Commission. This includes responding to Call to Action 77, which focuses on the role of all Canadian archives in collaborating with the National Centre for Truth and Reconciliation (NCTR) to provide the NCTR with copies of records relating to the history and legacy of the residential school system.¹⁰

⁹ City of Ottawa, “About the Archives – Tapestry Advisory Panel”, at <https://ottawa.ca/en/arts-heritage-and-events/city-ottawa-archives/archives-collection#section-1082767c-322d-4e39-988b-d1f695d7bc7b>

¹⁰ Truth and Reconciliation Commission of Canada, “Truth and Reconciliation Commission of Canada: calls to Action” (2015). Call to action 77: “We call upon provincial, territorial, municipal, and community archives to work collaboratively with the National Centre for Truth and Reconciliation to identify and collect copies of all records relevant to the history and legacy of the residential school system, and to provide these to the National Centre for Truth and Reconciliation.” Available at <https://publications.gc.ca/site/eng/9.801236/publication.html>, retrieved 27 Dec. 2022.



4 THE FUTURE OF COMMUNITY ARCHIVES SERVICES

4.1 Vision, Objectives & Guiding Principles

4.1.1 Vision

City staff participating in the development of the strategy identified the following vision for the City's community archives services:

Preserve and facilitate access to the cultural memory of diverse Burnaby communities.¹¹

This vision calls for expanding the City's efforts to preserve and provide access to the City's corporate records, as well as to the records of diverse community groups' and individuals' experiences and histories (private records).

To achieve this vision, the City will need to commit additional resources to preserving and facilitating access to the cultural memory of diverse Burnaby communities.

The City is well positioned to make this commitment. The Archives' community records mandate has been supported by the Community Heritage Commission, Council, and senior City staff. The City's cultural heritage work units are prepared to align their services offerings with respect to private records. Several of the community archivists and researchers with whom the Archives has engaged during work on this strategy have indicated their interest in building an ongoing relationship with the Archives and the City.

4.1.2 Objectives and Guiding Principles

In a series of two workshops held in November and December 2022, staff from the City Archives, Museum, Art Gallery, Public Library, Planning and Development (Heritage Planning), and Corporate Services developed the vision (above) along with strategic objectives and guiding principles for the City's enhancement of community archives services for the next five to ten years¹²:

¹¹ This is a working vision statement. The exact wording of this vision statement was not concluded in the workshops. The group identified an alternative statement for further consideration, "Enable preservation of and facilitate access to the cultural memory of diverse Burnaby communities."

¹² While workshop participants were not asked to consider objectives in a timeframe more than five years out, participants did identify actions and goals that may require more than five years to achieve, first among them a new facility and location for the Archives. To provide some indication of resources that may be required over a ten-year period, this report



Strategic Objectives (the “how” of achieving the vision):

- ◆ **Define and enrich collection:** includes aligning the private records collecting mandates and policies of the City’s cultural heritage work units, positioning the Archives as the primary collector of private records (once it has the necessary capacity and capabilities), and diversifying what and how the Archives collects records of diverse communities.
- ◆ **Diversify services:** includes expanding access to existing holdings, and to support culturally appropriate research and sharing of knowledge relating to the experiences and histories of diverse Burnaby communities and their members.
- ◆ **Create safe and trusted spaces:** includes increasing the safety and comfort of community members when they engage with the City’s archives, in person or virtually. Also includes increasing the capacity and capabilities of the Archives to preserve both physical and digital records, and working with Indigenous communities to support cultural protocols for receiving traditional Indigenous knowledge.

Guiding Principles (how to do the “how”): ¹³

- **Involve community:** engage with members of diverse communities to learn their priorities with respect to the preservation and sharing of cultural memory; focus on enhancing services to meet community members’ expressed needs, rather than pre-supposing what they might want and what the right services and solutions might be.
- **Advance reconciliation with Indigenous peoples:** to build meaningful relationships with Indigenous peoples (including First Nations governments, and with First Nations, Inuit, Métis, and urban Indigenous communities, organizations, and heritage institutions), the Archives strives to respect the cultural integrity of Indigenous peoples; provide services that are relevant to Indigenous community members; foster reciprocal relationships; and demonstrate responsibility by taking action to address past and continuing harms to Indigenous peoples¹⁴

assumes that the initial set of objectives will continue to be meaningful to the City in developing and providing community archives services.

¹³ The guiding principles listed here were initially considered to be “enabling” objectives of this strategy, “how to do the how” of the other three objectives. Through further refinement, it was determined that since the “enabling” objectives did not exist independently of any of the three primary objectives, they should be used as guiding principles instead.

¹⁴ Derived from the first objective in the *Reconciliation Framework* developed by the Response to the Report of the Truth and Reconciliation Commission Task Force, Steering Committee on Canada’s Archives (2022), p. 20-28. The *Reconciliation Framework* explains that respect, relevance reciprocity, and responsibility, or the “Four Rs”, “serve as a the foundation upon which Canada’s archival communities must engage with the First Nations, Inuit, and Metis governments and communities represented in their archival collections.” The Four Rs are “necessary for building meaningful relationships that lead to sustainable systemic change within the archives profession.” The Four Rs were first articulated as



- **Work in partnership:** as it develops the necessary capabilities and capacity, the Archives will become accountable for most of the City's community archives services. The Archives will coordinate and collaborate with City cultural heritage work units with common interests, and with the capabilities the Archives needs to build, resulting in more cohesive and fulsome experiences for people served. The Archives will also coordinate and collaborate with archivists and archives supporters working with community groups and at other Burnaby institutions.
- **Build capacity and skills:** where the Archives or its partners lack capacity and capability to offer, enhance, or sustain their part of a necessary service, they will take means to get what's required, for example training, mentoring, advising, or supplementing staff. They will also help community groups and members build their own capacity and skills to maintain archives, for example through offering recordkeeping workshops for societies, and through mentoring and offering paid work experiences to archives students as they develop the competencies they need to do archival work within community.

The following section describes the categories of services the City will offer to achieve its vision and strategic objectives and follow these guiding principles.

principles for decolonizing higher education and are adopted to guide reconciliation and redress work in other disciplines and sectors.



4.2 Future-State Community Archives Services

4.2.1 Why Design Services

This strategy positions community archives work as an evolving set of services, where a service is something that helps community members do something that they desire.¹⁵ Providing a service is “a means of delivering value to customers by facilitating outcomes customers want to achieve without the ownership of specific costs and risks”.¹⁶

“To a user, a service is simple. It’s something that helps them to do something - like learn to drive, buy a house, or become a childminder.” UK Government Digital Service [Ref: footnote]

“Service: a means of delivering value to customers by facilitating outcomes customers want to achieve without the ownership of specific costs and risks.” ITIL® [Ref: footnote]

This strategy frames community archives work as services rather than as business functions or work products for several reasons:

- ◆ Aligns to the City of Burnaby’s service orientation.
- ◆ Aligns to the way that the Museum, Library, and Art Gallery are defining and iterating their work in service to communities.
- ◆ Aligns with the city of Burnaby’s reconciliation objectives.
- ◆ Services solve problems for customers, crossing departments and teams as needed.
- ◆ “Services” as a concept are generic. Anything the City of Burnaby does to help its constituents achieve a desired outcome is a service, from answering a research question to repairing a sidewalk and maintaining a playfield. Conceiving of community archives work as an evolving set of services, rather than a fixed set of functions or end products that are associated with archives historically, may offer City staff more flexibility and creativity as they consider how to meet the diverse archives- and cultural memory-related needs of Burnaby community members.
- ◆ Draws on principles of good service design practices. The service design discipline provides methods and tools for working across lines of business to solve problems for customers as well as for the organization(s) and people providing services. Examples of service design principles include not

¹⁵ United Kingdom (UK) Government Digital Service, “What we mean by service design”, retrieved from <https://gds.blog.gov.uk/2016/04/18/what-we-mean-by-service-design>

¹⁶ ITIL® *Best Management Practice: Service Design* (2011 edition), p. 13, retrieved from <https://www.kornev-online.net/ITIL/02%20-%20ITIL%20V3%202011%20Service%20Design%20SD.pdf> . ITIL’s full definition of a service is, “a means of delivering value to customers by facilitating outcomes customers want to achieve without the ownership of specific costs and risks. These constraints may include regulation, lack of funding or capacity, or technology limitations. The end result is an increase in the probability of desired outcomes. While some services enhance performance of tasks, others have a more direct impact – they perform the task itself.”



preconceiving solutions to problems; involving users throughout the design process; working iteratively through prototyping and testing, lessening risks and impacts of solution failure; and prioritizing the needs of under-served people within the remit of a service.¹⁷ These principles align to the objectives and guiding principles of this strategy; City staff may want to draw on service design methods and tools as they build out community archives services.

4.2.2 Service Categories

As it develops the necessary capabilities and capacity, and is appropriately resourced, the Archives will assume responsibility for most of the community archives services the City will offer. Archival services can be defined in four broad categories, as described in the Community Archives Capability Model (refer to Current State Report for detailed explanation). These are: Community Engagement, Collect, Protect, and Use. These service categories are largely consistent with the existing or planned service offerings of the three municipal archives we profiled for this study.

The strategy’s guiding principles (Involve Community, Advance Reconciliation, Work in Partnership, and Build Capacity and Skills) will inform how the City develops and offers different types of services. Specifically, this means that the other work units will collaborate with the Archives to supplement and build the Archives’ existing capabilities and capacity, helping the Archives prepare itself to take on primary accountabilities for delivering these services.

Additionally, it calls for the Archives to engage with archivists and researchers from First Nations and community groups to determine the exact nature of the specific services to deliver.

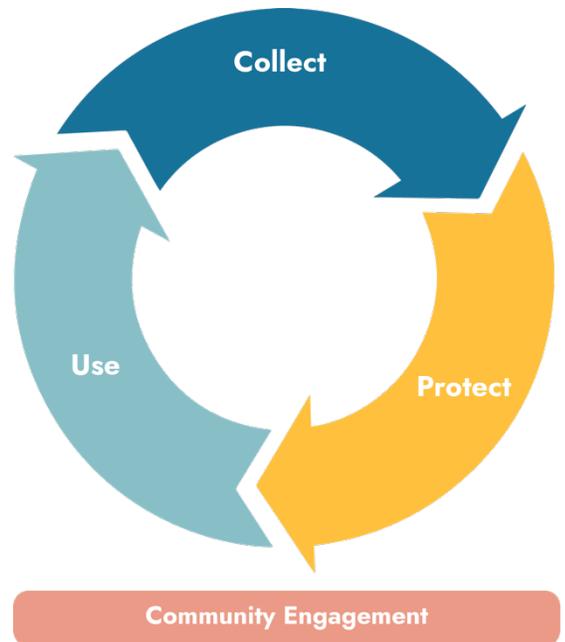


Figure 2: Archive Service Categories

4.2.2.1 Community Engagement

These are services to interact with diverse communities to identify and enable effective and culturally appropriate collection, preservation, and use of community records. By engaging with communities, the City’s

¹⁷ Increasingly, public sector organizations are incorporating service design principles and practices into their work. Wealthy nations’ governments, such as those of the UK, Australia, and the United States, have made their service design resources available to the broader public.



cultural heritage work units get to know the communities they serve, identify services (including current holdings) that meet the needs and interests of communities, and builds trust.¹⁸

Work in support of this strategy has already identified opportunities to continue to engage and build long-term relationships to support capacity building within community and for the City of Burnaby Archives. The Archives has the opportunity to engage with the following community partners, in particular:

- ◆ Archivists working for (and knowledge holders from) First Nations with which Burnaby has established government-to-government relationships.
- ◆ Archivists working for organizations based in or with strong ties to Burnaby community groups (Nikkei National Museum and Cultural Centre and, Migrante).
- ◆ Archivists at other institutional archives in Burnaby (SFU Archives, SFU Library, and potentially BCIT)
- ◆ Researchers of Burnaby community histories, the academic historians, artists, and journalists who responded to the “super user” survey (see Appendix). In their responses, several of these people mentioned strong interest in contributing to the ongoing development of the City’s community archives services.

4.2.2.2 Collect

These are services to represent and preserve evidence and memory of the histories and experiences of Burnaby communities that are underrepresented in the Archives and other cultural heritage work units’ holdings now. Collection services are based on an intent to acquire records that community members can (and are willing) to offer.

Examples of “Collect” services include:

- ◆ As culturally appropriate, record oral histories of members of diverse communities that are under-represented in the Archives’ holdings.
- ◆ Collect and preserve web content created by the City and by community groups.

¹⁸ The Archives may wish to design and carry out its community engagement practices according to the “principles for building mutually beneficial relationships” described by Michelle Caswell, Jennifer Douglas, June Chow, et al in “‘Come Correct or Don’t Come at All:’ Building More Equitable Relationships Between Archival Studies Scholars and Community Archives” (Dec. 12, 2021), a UCLA-published work available at <https://escholarship.org/uc/item/7v00k2qz> . Although they’re intended for use by academic researchers who seek to engage with community-based archivists and archives, the principles that Caswell, Douglas, Chow et al recommend are suited for adoption by archives practitioners working within and for colonial-settler governments and other structurally powerful institutions.



4.2.2.3 Protect

These are services to increase the safety and comfort of community members when they engage with the City's archives, in person or virtually. Also includes services to optimize the spaces in which the City preserves records, physical or virtual.

Examples of "Protect" services include:

- ◆ Preserve the web content of the City and community groups.
- ◆ Arrange, describe, and preserve the hardcopy and digital records of families and community groups.
- ◆ Prepare for a new facility to house the Archives, with spaces that may be used by not only the Archives but by the Gallery and Museum, making it possible for all three work units to qualify to Category A designation under the Canadian Movable Cultural Property Act (*note: a collocation is not within the scope of this report*).

4.2.2.4 Use

These are services to expand access to existing holdings, and to support culturally appropriate research and sharing of knowledge relating to the experiences and histories of diverse Burnaby communities and their members. The Archives will work with community members to identify services that will be valuable to them.

Examples of "Use" services (the first three identified through engagement with community archivists and archivists working for First Nations) include:

- ◆ Augmenting or changing descriptions of records already in the Archives' holdings that relate to people, plants, animals, and geographic entities for which *hən̓q̓əmin̓əm̓* and *Skwxwú7mesh* language names have been shared by *hən̓q̓əmin̓əm̓* and *Skwxwú7mesh* speaking peoples. This work would leverage the City's newly launched capability of displaying Indigenous languages and Nation names accurately in Heritage Burnaby (this capability and the services it may enable are rare among North American institutions).
- ◆ Examining existing descriptions of records already in the Archives to identify opportunities to repair relationships and reflect diverse experiences of community members more accurately and equitably.¹⁹
- ◆ Providing a comfortable physical space(s) in which community members can meet to share knowledge of their histories and experiences, and coordinate and collaborate to build their own capacity for archiving; offer refreshments to people using the space.
- ◆ Providing genealogical services in collaboration with the Burnaby Public Library (including drawing on resources the Library is already making available to community members), other institutional archives (such as Library and Archives Canada, as Vancouver Public Library is doing), and community organizations.

¹⁹ For detailed examples of how another Canadian archives is approaching this work, refer to Episode 2 of Melissa J. Nelson's podcast series *Archives & Things*, "Sean Smith, Archives of Ontario" 18 Mar. 2022, retrieved from <https://anchor.fm/archivesnthings/episodes/02-Sean-Smith-Archives-of-Ontario-e1fu0e4>



4.3 Operating Model

4.3.1 Initial Iteration of Operating Model

Private records collection, preservation, and access currently live under the mandate of the City of Burnaby's Archives. This strategy will not change that mandate. The problems this strategy intends to solve are determining what categories of community archives services the City will offer and how the Archives and other cultural heritage work units will offer those services to customers.

"An operating model is both an abstract and visual representation of how an organization delivers value to its customers or beneficiaries as well as how an organization actually runs itself." "[...] probably the most common use of the operating model tool is to get alignment between managers in different functions or divisions about how they are going to work together for the benefit of the whole." (Wikipedia, Operating Model, available at https://en.wikipedia.org/wiki/Operating_model)

During the second of the two workshops held in November and December 2022, the participants agreed that to achieve their stated vision for community archives, they would need to continue working together across department lines to deliver community archives services to citizens and other customers. Defining an operating model that represents the required roles, accountabilities, structures, and processes is a logical next step, followed by refining the model through practice and use.

In the workshop, participants decided to form a cross-departmental working group of staff from the City's cultural heritage work units to prioritize and carry out work to achieve the various strategic objectives for community archives services. This group, the Cultural Memory Working Group, will be headed by the Archives and include participation from all partners. For initiatives dependent on significant shifts in resourcing and direction (such as getting new funding, or changing how existing funding is directed), the group will advance recommendations and requests to a group of their senior leaders, including an executive sponsor.

4.3.2 Recommended Changes to Initial Iteration of Operating Model

As an iteration to the operating model, the following changes are recommended:

- A representative of the City's Indigenous Relations & Reconciliation office will ideally be a member of the Working Group.
- The operating model needs to account for the roles of the Management Committee and directors of Working Group members' respective work units.
- The Cultural Memory Working Group ("the Working Group") should form smaller teams, or sub-groups, to address specific, time-bound problems, rather than delving into those problems at the Working Group level.
- The Working Group should engage with community advisory groups, including establishing a new advisory panel to guide the City's community archives services and other cultural memory work.

The following subsections substantiate these recommendations.



4.3.2.1 Including representative(s) of the City's Indigenous Relations & Reconciliation office in the Working Group

The draft report of the Heritage Policy & Programs Review dated June 2022 recommends that the City "Formally recognize a Cultural Heritage working group that includes staff from Indigenous Relations, Community Planning, Development Planning, City Archives, and Parks, Recreation and Cultural Services (see the TRC's Actions for Local Government, specifically '5.3 Coordinate and Prioritize Reconciliation Efforts')".²⁰

While that recommendation was specific to a broader recommendation that the City "Explore New Avenues for Heritage Planning", it aligns to the purpose of the Cultural Memory Working Group. It also reminds us of the City's commitment to "working with Indigenous peoples to find new ways to build and improve relationships between non-Indigenous Canadians and Indigenous communities"²¹ and to UNDRIP Article 11.1, on the rights of Indigenous people "to practise and revitalize their cultural traditions and customs".²² If the City of Burnaby is to further cultural memory work with Indigenous communities, its Cultural Memory Working Group's actions and decisions will benefit from the insights and expertise of a member of City's Indigenous Relations & Reconciliation team.

4.3.2.2 Including the Management Committee in the operating model

To align with the City's existing governance structure and operations, Executive Sponsors will send recommendations and requests intended to go to Council to the Management Committee first.

4.3.2.3 Why form sub-groups

The Cultural Memory Working Group should create and dissolve smaller teams, or "sub-groups", as needed to solve prioritized problems with non-obvious answers or solutions (obvious solutions would be assigned as actions to affected work units). A sub-group's membership would include at least one Working Group member, who would present the sub-group's actions and decisions back to the Working Group. A sub-group may also include City staff members whose work areas aren't represented in the Working Group, such as subject matter experts from facilities maintenance or People & Culture.

²⁰ City of Burnaby, "Draft Heritage Policy and Program Review Report", June 2022, p. 18.

²¹ City of Burnaby, "Indigenous Peoples and Reconciliation," <https://www.burnaby.ca/our-city/diversity-and-inclusion/indigenous-peoples-and-reconciliation>, retrieved Jan. 4, 2022.

²² United Nations Declaration on the Rights of Indigenous Peoples, available at http://www.un.org/esa/socdev/unpfii/documents/DRIPS_en.pdf. Article 11.1 is, "Indigenous peoples have the right to practise and revitalize their cultural traditions and customs. This includes the right to maintain, protect and develop the past, present and future manifestations of their cultures, such as archaeological and historical sites, artefacts, designs, ceremonies, technologies and visual and performing arts and literature."



Rather than creating sub-groups, the Working Group could take on work itself; however, that could dilute efforts, slow progress, and decrease overall engagement, since not all Working Group members will need to get into the details of every problem to solve. Furthermore, the insights and abilities of staff not in the Working Group may be needed to address a given problem thoroughly; having a process and organizational structure to accommodate bringing in these people temporarily for a specific purpose could expedite their participation. For these reasons, we recommend that the Working Group form sub-groups.

4.3.2.4 Role of community advisory groups

The delivery of community archives services will also benefit from dedicated, consistent engagement with community members, including members of host First Nations and other communities that the Archives, like many other municipal archives programs, has under-served. Both the City of Ottawa Archives and City of Surrey Archives benefit from the guidance and support of groups of community leaders who have lived experience as members of communities that both municipal archives have under-served historically. Similarly, community advisory groups help the Burnaby Art Gallery and Burnaby Village Museum represent different communities' histories and experiences more equitably and accurately.

While a not-for-profit Friends society might offer such support to the City of Burnaby Archives, starting and sustaining such a society requires extensive participation from volunteer community members. Given that such society is not already being formed by community members, the Archives would likely need to help get it going, for example recruiting people to raise funds, serve on its initial board, and lead the society's incorporation.

Since the primary objective of working with community members is to better serve under-represented communities and build enduring, reciprocal relationships, the Archives and its cultural heritage work unit partners may prefer to put their available resources (such as staff capacity and social capital) toward establishing a community advisory panel that would support the City's cultural heritage and memory work.

This "Cultural Heritage Advisory Panel" would provide guidance to the Archives and the other members of the Cultural Memory Working Group in areas such as:

- Engaging with diverse, historically under-represented Burnaby communities
- Revising the Archives' acquisition policy and developing the Archives' acquisition strategy
- Pursuing collaborative projects that amplify community members' experiences and histories
- Supporting community groups' work to manage their own active and historical records
- Collecting, preserving, and providing access to community members' and groups' respective records as appropriate
- Amplifying the experiences and histories of members of diverse communities in Burnaby

To reduce barriers to participation and recognize panel members' contributions of time and expertise, financial remuneration in the form of honoraria or other payment to individuals will be important. To that end, panel members might be affiliated with Burnaby-based community organizations and institutions with which the City



has established a relationship (through memoranda of understanding or other arrangement) enabling compensation of the community members involved. Ideally, community members who engaged with this strategy project, and who indicated their interest in supporting the City's archives-related initiatives further, would also be invited to participate in the panel (and compensated accordingly if they were to accept)

Figure 3: Groups within the recommended iteration to the operating model

Types of bodies in the recommended operating model

- ◆ **Council and commissions:** establish direction and allocate resources.
- ◆ **Management Committee:** review and provide comments on recommendations and requests to Council through the lens of the City's corporate strategy.
- ◆ **Executive sponsor(s):** accountable for delivery and success, receiving direction from the Management Committee and Council.
- ◆ **Directors** (to which members of the Cultural Heritage Memory Group report): as relevant to their department's mandate, review the Working Group's recommendations and requests, advancing them to the executive sponsor(s) once in agreement, if required; may contribute to developing the recommendations and requests.
- ◆ **Cultural Memory Working Group:** recommend initiatives to executive sponsor(s), request funding, and prioritize, assign, and do work (in smaller sub-groups).
- ◆ **Sub-groups:** where the Cultural Memory Working Group's nitty-gritty, collaborative problem-solving work gets done; will be at least one Working Group member; project-based, finite scope.
- ◆ **Cultural heritage work units:** groups within the existing City's organizational structure that have a mandate to conduct cultural heritage work. These groups may not be all under the same branch of the organizational structure (currently, they are under four different departments). The work units have the functional expertise to carry out and support work defined by the Working Group and its sub-groups.
- ◆ **Community advisory groups:** provide guidance to the Working Group and cultural heritage work units on community priorities and engagement; may also support and execute work on specific projects benefiting their respective communities, with appropriate remuneration for their expertise and time. Includes the proposed Cultural Memory Advisory Panel; may also include pre-existing community advisory committees and groups such as those working with the Gallery and Museum.



4.3.3 Workflows and Decision Making

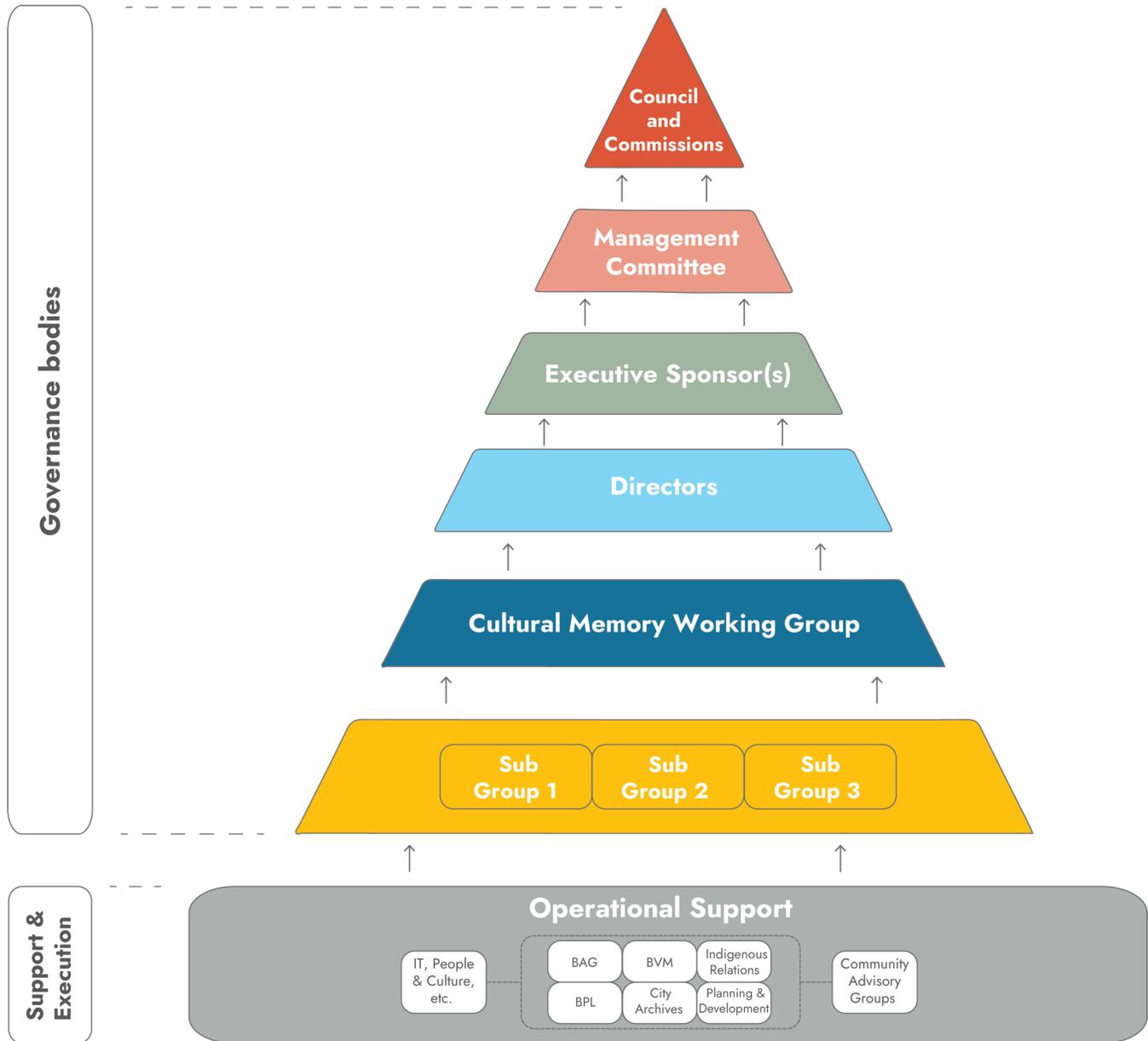
The recommended operating model can be visualized as a stack of groups, starting with Council and Commissions at one end of the stack, and work units at the other. In between are the Management Committee, executive sponsor(s) (General Managers and Chief Librarian), Directors to whom the affected work units report, the Working Group (with sub-groups as needed), and the existing work units. Other City work units such as People and Culture provide support, as does the Cultural Heritage Advisory Panel and other community advisory groups. Work outputs flow upward, ultimately benefiting the people that Council represents. Outputs also flow downward, benefiting the communities that contribute to execution and support through their engagement and advice, and building capacity in the affected work units.

Though Council is the ultimate decision-making authority in this model, decisions or recommendations that fall within the purview of another group or are operational decisions that don't require Council approval can be made by at the appropriate level and communicated upward or downward as needed. Decisions requiring support from a group with more authority would be sent upward, and decision outcomes communicated and discussed between groups as needed.

The following figure next page provides a visual representation of the model.



Figure 4: Recommended operating model





4.3.4 Implementing the Operating Model

To implement the operating model, members of the Working Group should develop and adopt terms of reference, including values to guide their work. Next, the Working Group will need to prioritize problems to focus on solving, including acceptance criteria for each and initial thoughts on how to solve. If a prioritized problem doesn't have an obvious answer or solution, or if the known solution requires detailed investigation, a sub-group could be formed for it (for example, coordinating updates to acquisition policies could be the task of a sub-group).

4.3.5 Execution and Support

The City of Burnaby Archives should be the primary provider of services to acquire, preserve, and provide access to the City's historical records collections, whether those records come from corporate (City) or private sources. This is in alignment with the City of Burnaby Archives' mandate.

As the Archives gains the resources and builds the community engagement capabilities it will need to acquire, preserve, and provide access to additional historical records, Archives staff will benefit from the help of the City's other cultural heritage work units. For example, the other work units' relationships within Burnaby communities and experiences building their own teams' cultural competencies will be valuable to the Archives.

In the near term, other work units can assist by involving the Archives in projects such as neighbourhood history series and other community events, leveraging the Cultural Memory Working Group to share plans and initiate opportunities to work with the Archives. Even if the Archives' role in joint ventures is small to begin with, reflecting the current-state availability of Archives resources (such as staff and space), working together with the Museum, Art Gallery, Library, Indigenous Relations and Reconciliation, and Planning and Development (Heritage Planning) will strengthen the relationships between the Archives and the other work units, fostering trust between team members, as well as spark ideas for further collaboration.

In the longer term, as the Archives gains the necessary capabilities and resources, it will take on the delivery of most of the City's community archives services, with the exceptions of:

- ◆ **Acquisition, preservation, and access to archives used by the Art Gallery** as part of the Gallery's ongoing operations and to which the Gallery needs immediate access – these services will remain within the purview of the Art Gallery.
- ◆ **Preservation and access to records donated to the Museum** and to which the Museum needs immediate access as part of its ongoing operations, or for which donors have not given consent to transfer to Archives. These services will remain within the purview of the Museum.
- ◆ **Work to deaccession historical records from the holdings of the Gallery, Museum, and Library**, in order for these work units to transfer historical records to the Archives.



4.3.5.1 Roles and Responsibilities

The following table/diagram next page uses the Community Archives Capability Model to describe what the City’s community heritage work units with mandates that include collecting, preserving, and providing access to historical records will be doing to deliver those community archives services in five years. The assignment of capability requirement level is based on:

- ◆ The future-state role of each work unit in delivering the types of community archives services defined in this strategy.
- ◆ The extent to which each work unit will be contributing to the delivery of community archives services.

The mapping of capability requirement levels shown in the diagram is not intended to critique the actual abilities of City staff in the different work units to deliver services. Rather, it is intended to show the required capability of each work unit to deliver the vision for community archives within the proposed operating model. At the end of five years, the roles and responsibilities related to community archives may look as proposed in the diagram and described below.

Note: As Indigenous Relations and Reconciliation and Planning and Development (Heritage Planning) do not have mandates to collect, preserve, and provide access to historical records, they are not represented in this mapping or the explanatory comments below. However, they are likely to identify archives services of interest to community members, support the Archives in engaging diverse communities, and otherwise participate in the activities of the Cultural Memory Working Group. They may also have opportunities to refer potential donors to the Archives.



Table 3: Mapping of Burnaby's future state archives capability model, in which the Archives is the primary provider of community archives services

Level 1	Archives Capability Level 2	Capability Level at Work Units			
		BAG	BVM	BPL	Archives
Community Engagement	Interacting with the communities the archives serves to enable effective and culturally appropriate collection, control, and use of community records.	●	●	●	●
Collect	Acquisition	○	◐	N/A	●
	Appraisal	○	◐	N/A	●
	Repatriation	●	●	N/A	●
Protect	Accession	N/A	◐	N/A	●
	Selection	N/A	◐	N/A	●
	Arrangement	N/A	◐	N/A	●
	Description	◐	◐	N/A	●
	Archival Storage	◐	◐	N/A	●
	Data Management	◐	◐	N/A	●
	Preservation Planning	◐	○	N/A	●
	Deaccession (incl. through transfer to Archives)	●	●	●	●
	Use	Accession	◐	◐	○
Reference	◐	○	◐	●	
Right to Use	◐	◐	◐	●	

Legend:

- Low Required Capability
- ◐ Moderate Required Capability
- High Required Capability
- N/A Work unit has no mandate or requirement for capability)

Community Engagement

Engage with community groups and individuals to enable effective and culturally appropriate collection, preservation, and use of community records.

High: all four work units profiled (Gallery, Museum, Library, and Archives)

- ◆ Through their strong relationships with many different community members and groups, the Museum, Art Gallery, and Library identify archives services of interest to diverse community members. They direct people to existing services, including those delivered by the Archives primarily. Staff from the Museum, Art Gallery, and Library bring ideas for new service opportunities to the Working Group to develop further.



- ◆ The Archives has strengthened its presence within Burnaby communities, building trust by delivering relevant and reliable services. The Archives collaborates regularly with the other cultural heritage work units, community members, and archivists working for First Nations, community organizations, and other Burnaby-based institutions to get to know the needs of diverse community groups in relation to the preservation and access of their respective histories and experiences. The Archives shares its methods and practices with other municipal and community archives through an informal community of practice.

Collection

Identify, solicit, and evaluate records of interest to communities served

High: Archives

- ◆ Bolstered by its strong reciprocal relationships with community groups and individuals, its partnerships with other City work units, its Category A-designated facility, its increased staffing, and its strong technology infrastructure, the Archives is implementing and iterating its strategy to acquire both physical and born-digital records representing the histories and experiences of diverse Burnaby communities.
- ◆ The Archives' acquisition strategy includes new means of collecting records of community members' histories where welcome by community members, for example web archiving and interactive oral histories.
- ◆ The Archives' acquisition strategy also includes options such as Creative Commons "Attribution-ShareAlike" licensing²³ to obtain permission to reproduce and provide public access to records that community members would like to share without transferring ownership.
- ◆ The Archives continues to prioritize the cultural safety and other needs of community members over its interest in acquiring private records.
- ◆ Through its extensive relationships with other Burnaby archives and knowledge of their collecting priorities, the Archives continues to direct potential donors to those archives as appropriate.
- ◆ The Archives will continue to have the first right of refusal for donations of records. As part of the Cultural Memory Working Group, the Archives will coordinate acquisitions with the other cultural heritage work units. Potential acquisitions that require additional resources to preserve and make available, for example audio recordings on magnetic tape, or a large extent of a community organization's records, may be the basis for projects undertaken by the Working Group, with the Archives taking ownership of the acquired material (or gaining license to make the material available for public use) as appropriate.

²³ Creative Commons, "Attribution-ShareAlike 4.0 International (CC BY-SA 4.0)", retrieved from <https://creativecommons.org/licenses/by-sa/4.0/>



- ◆ The Burnaby Village Museum will continue to refer potential donors of records to the City Archives; if the Archives accepts the donation, and the Museum would like to use the records for research and exhibit purposes, they will obtain copies from the Archives; or if Archives declines the donation, the Museum will take the records if interested for research and exhibit purposes.

Moderate: Burnaby Art Gallery, Burnaby Village Museum

- ◆ By referring potential donors of historical records to the Archives, the Art Gallery and Museum serve as conduits between the Archives these community groups / individuals.
- ◆ The Art Gallery and Museum staff suggest different approaches to collecting to the Working Group, based on what their existing knowledge and what they learn through their work with diverse community members and within their own communities of professional practice.
- ◆ The Art Gallery and Museum continue to collect records from community members to support their research and programming. They transfer these records to the Archives when they are no longer using them actively, per the City's Records Classification and Retention Schedule (RCRS). For example, after they launch a new publication, Art Gallery or Museum staff may no longer need to refer regularly to the private records (or copies of records) they've acquired for the publication; accessing the records at the Archives or through digital means would be sufficient for their ongoing needs. The Archives will appraise the records and select those which meet its acquisition criteria. If the ownership of the selected materials has not already been transferred to the City, or if other, ongoing right to use has not been obtained, the Art Gallery or Museum will collaborate with the Archives to gain that informed consent (considering Creative Commons licensing as an alternative to transfer of ownership).
- ◆ The Art Gallery continues to maintain its own artist files.

Low: BPL

- ◆ Like the Art Gallery and Museum, the Library serves as a conduit between the Archives and potential donors of historical records and may suggest alternative approaches to collecting to the Working Group.

Protection

Establish and maintain physical and intellectual control of records

High: Archives

- ◆ The Archives has the staffing, facility, technological, and other resources it requires to process, store, and preserve both physical and digital records.
- ◆ The Archives maintains its commitments to process acquisitions of private records within a specific timeframe (based on the scope, complexity, and criticality of records).
- ◆ The Archives handles, preserves, and stores records in adherence to cultural safety protocols.
- ◆ The Archives receives frequent requests from other organizations to tour or otherwise learn about the Archives' new facility and how the City made the case for it.



Moderate: Burnaby Art Gallery, Burnaby Village Museum

- ◆ The Art Gallery and Museum have the capabilities they need to process historical records to the extent they need to for their business purposes (for example, the Art Gallery may not need to arrange and describe its artist files according to archival standards but keeps an inventory of the files).
- ◆ The Art Gallery and Museum have appropriate physical controls in place to preserve the historical records for as long as they remain in their care.

Low: BPL

- ◆ The Library has very few unique historical records in its holdings. It has appropriate resources to store the records it does hold, as well as the rest of its special collection. All these materials are catalogued.

Use

Promote and facilitate use of records

High: Archives

- ◆ The Archives has the resources, organizational infrastructure, and technologies it requires to make file-level or item-level descriptions (and related access points) for all records in its holdings available to the public, where not restricted by law, regulation, or other terms and conditions of use.
- ◆ The Archives continues to publish access copies of born-digital and digitized records on Heritage Burnaby.
- ◆ Conventional search engines can retrieve all descriptions, other finding aids, and access copies of records that the Archives publishes (and all this content is digital and online).
- ◆ The Archives offers different ways for rights holders to grant both the City and researchers rights to use and reproduce records, for example Creative Commons licensing.
- ◆ The Archives offers comfortable, culturally safe environments (both physical and digital) in which community members can access records and reference services.
- ◆ As prompted through engagement with community members, the Archives commissions research guides on specialized topics, for example in relation to using the Archives' holdings to research the experiences and histories of different Burnaby communities.

Moderate: Burnaby Art Gallery, Burnaby Village Museum, Burnaby Public Library

- ◆ The Art Gallery, Museum, and Library provide community members with access to the historical records they hold. They use the same digital interface as the Archives (Heritage Burnaby) to share descriptions and access copies of records in their holdings.
- ◆ The Art Gallery, Museum, and Library maintain their own reference services. The Archives will refer community members to their reference services as needed, and vice versa, providing a consistent, cohesive experience for community members as much as possible.



4.4 Required Resources

4.4.1 Staffing Estimates

4.4.1.1 Assumptions

To estimate the number and types of roles the City Archives will need to deliver the envisioned community archives services, we're making the following assumptions about the current and future state:

- ◆ Set of services
 - The City Archives will maintain the same services that it provides today for corporate (City) records transfer, preservation, and access. In the future, services will be expanded to include access to file-level descriptions of corporate records.
 - The City of Burnaby will support the Archives in offering similar services for its work in relation to private records acquisition, preservation, and access as well as supporting community groups' recordkeeping and archives work. Future additions to resourcing (including those provided through partnerships within the community) and efficiencies gained through ECM will allow for higher levels of service.
- ◆ Service demand and supply
 - The types of services outlined in section 4.2 will be implemented over a five-year period.
 - The current staff of the City Archives are already working at peak volume on high-priority work; near-term gains in process efficiency are unlikely to free up more than a small portion of existing staff capacity.
 - Once the City Archives has sufficient resources to collect, preserve, and provide access to private records, it will serve as the City's primary repository for private records. The shift of accountabilities may be gradual, as the Archives may not obtain all required resources at once.
 - Demand for community archives services will increase as the Archives and its customers demonstrates the value of those services.
 - The City of Burnaby's population will continue to grow at 1.42% year over year for the next 10 years (on average), decreasing to ~ 1.04% annually in the following 10 years.²⁴
 - The demographics of the City of Burnaby will remain relatively consistent over the next ten years, as reported in census profiles at five-year intervals.
- ◆ Facility:
 - The Archives will not have a new facility or workspace for additional archivists or a conservator until at least 2027.

²⁴ BC Statistics PEOPLE Projections for Burnaby School District, retrieved December 9th 2022.



4.4.1.2 Projected staffing: Regular positions

Based on the assumptions above, to deliver community archives services appropriate to the City of Burnaby Archives' mandate and the City of Burnaby's size, the City of Burnaby will require the addition of the following net-new, regular headcount over the next five years (total of 3 new headcount):

- ◆ 2024: 1 Regular Full-Time (RFT) archivist focusing on community archives capacity building within the Archives and for community groups; workplan to include building an acquisition strategy, but will be driven by the cultural memory needs of communities to be served; initially, work may or may not include acquiring and processing (arranging, describing, and preserving) donations of private records in digital and eventually (storage space permitting) hardcopy formats.
- ◆ 2026: 1 RFT archivist, adding to the Archives' capacity to build relationships with community and offer services to meet community members' needs; likely to result in additional acquisition and processing work.
- ◆ 2027: 1 full-time conservator, dedicating 50% of their time to conservation of the Archives' paper-based media, and 50% to community groups through additional funding sources, or to another cultural heritage work unit (Museum or Art Gallery), their budget permitting.

4.4.1.3 Projected staffing: Project-based positions

The City may not require additional full-time archivist positions prior to 2032, but will likely need temporary headcount on an annual recurring basis as early as 2024 to work on projects aimed to increase the Archives' engagement with diverse community groups and advance the City's reconciliation objectives. Short-term, project-based staff could support this work.

Short-term, project-based staff could make significant contributions to processing acquisitions of private records. They could also help build the Archives' capacity by investigating and proposing solutions to critical problems for the Archives, for which other City cultural heritage work units and the broader community do not have readily usable solutions. For example:

- ◆ Community engagement research, resulting in frameworks, tools, and guidelines to enhance the Archives' work with community groups to preserve records of community histories and experiences – leading to stronger, more sustainable relationships with community archivists and community groups.
- ◆ Collections preservation research, resulting in new methods, practices, and tools that will be used by the Archives' regular staff to preserve and provide access to specific media types, for example, processing computer-assisted design (CAD) records created by local design and animation studios or the City's engineering department – leading to faster decision-making and cost-effective management of high-value holdings to minimize deterioration and facilitate ongoing access and use.



Short-term, project-based staff for lower-complexity, smaller scopes of project work could include students in archival studies and related programs who are developing professional competencies to support community-based archives. Funding for student work experiences could come from grants or a reciprocal research initiative with UBC, SFU, or other local university (supported by a Memorandum of Understanding).

Short-term, project-based student archivists would be likely to require more direction and coaching from Archives staff than more experienced practitioners would need. However, offering student archivists the opportunity to build their knowledge, practical skills, and professional networks by working alongside the Archives staff would align to this strategy’s guiding principle of building capacity in community.

Table 4: Recommended staffing changes over five-year period from 2023 to 2027

Job	Job focus	2023	2024	2025	2026	2027	Total new headcount
Archivist Full-Time)	Community archives capacity building (within and outside of City Archives)	–	Add 1 RFT	–	–	Add 1 RFT	2 RFT
Conservator (Part-Time or Contractor)	Conservation of paper-based media	–	–	–	.5 RFT	–	.5 RFT
Project-based staff	Processing donations of private records; special projects for capacity building (e.g., research methods and tools for preserving CAD digital files)	–	Engage 1-2 short-term project-based staff	Engage 2 short-term project-based staff	Engage 2 short-term project-based staff	Engage 2 short-term project-based staff	2 temporary, project-based staff

4.4.2 Collections

The cornerstone of an archive is its unique, original collection. Such records have been deemed to have permanent value, and so the collection will only grow over time. Projecting the future size of the collection will ensure that the City of Burnaby can adequately plan for archival space, staff, and other resources to care for and provide access to records over the planning horizon. Note that this analysis does not include consideration for potential collocation of the Archives with BAG and/or BVM.



A high-level summary of current collections relevant to private records, held by each of the work units, can be found within the current state section of this document. Specific to City of Burnaby Archives, the following metrics are interesting measures of activity:

- ◆ **City Growth Trend:** Text is the primary driving factor for the overall collection. Over the past 20 years, collection trends for textual records have varied. Over the past 5 years, the trend has stabilized to approximately 4% increase (as measured in linear meters of records) per year.
- ◆ **Private Growth Trend:** Much of the Private collection was inherited from Burnaby Historical Society prior to 2007. After 2007, the overall Private collection accession rate dropped by about a third (driven by decreased rates of artefacts, media, maps/drawings, and textual collection types). In contrast, Private photographs and books increased their collection rates after 2007.
- ◆ **Private Representation:** In 2022, Private holdings made up approximately 7% of the overall collection (as measured in linear meters). This is a decrease from 2012, when Private collections made up 9% of the collection.

Two collection projection methods, with a variety of sub-options, were developed and validated with the City. With sub-options refined, both methods yielded similar results over the planning horizon, endorsing the approximate outcome. The method presented below is the top-down model, which estimates total corporate records at the Archives and then targets a percent representation of private records in the overall collection.

NOTE: The renewed focus on Private Records is not expected to greatly impact the resources of other Cultural Memory Partners. There will likely be a minor amount of record transfer from other cultural heritage work units to Archives (currently estimated; but to be determined) in the shorter term.

The following assumptions and parameters have driven the projection analysis:

- ◆ The planning horizon is 20 years, to 2042.
- ◆ Additional Archival resources will not be available in 2023 or 2024, therefore private record growth may be considered stagnant until then.
- ◆ Textual records are the primary driver of overall collection size.
- ◆ The City-wide ECM (Electronic Content Management) project is expected to launch in 2023. It will have a downward impact on physical records. This will not occur for another 10 years due to retention schedules.
- ◆ Minor amounts of suitable original records will be moved from other cultural heritage work units to the Archives. An allowance has been estimated within the model (between 0-10 linear meters of text, maps, book, and photographs per Partner), and will be more accurately assessed and decided as the project moves ahead.
- ◆ Records stored offsite at Access will be moved back to the City's Archives and stored with the rest of the collection.



- ◆ Approximately 522 boxes (~160 linear meters) of permanent records are residing offsite²⁵. Of these, ~48 linear meters may move to Archives in the future²⁶.
- ◆ City Hall's move to a new location is likely to uncover a number of permanent files suitable for movement to Archives, and encourage transfers. A 5% one-time textual transfer increase is planned for, in 2029 (6-7 years from now).
- ◆ Specific to the top-down projection methodology:
 - Corporate textual records are projected based on annual linear meters growth, per 1,000 population²⁷.
 - Textual records are expected to increase by 0.15 linm/year per 1000 population as a base rate²⁸:
 - Over the first 10 years, the City will experience higher than base rates as transfers increase due to the expected City Hall move (est. 2027) and ECM transition (est. +30% from base; or 0.195 linear meter/year per 1000).
 - From 10-20 years, rates will decrease to lower than base, as population efficiencies are further realized and ECM is matured (est. -30% from base; or 0.105 linm/year per 1000).
 - Other types of corporate records (photographs, media, artefacts, books, ledgers, maps/drawings, and microfilm) will continue to grow at their average rates (as measured from 2001 to 2022).
 - By 2042, we may expect approximately 10%-15% of total records held at the Archives to be Private records. This would be an increase from current (~7%).
 - Currently the Archives' textual collections represent 95% of total linear meters. As community focus and collection variety grows, this proportion may be lower (~80-85%), as private records are more likely than corporate records to include photographs and media (incl. film and audio recordings). In the overall collection, we may expect a higher proportion of media (from 0.2 to 2.5%) and photographs (from 2.5% to 5%) in the future.

The results of the projection methodology as described above are shown in the tables on the following pages. Interestingly, these results align with those of the City Hall project from mid-2022. The figure and first table

²⁵ Per inventory report from Access, pulled 4 January 2023.

²⁶ 28 linear metres at Access are attributed to Archives and consist of Legal department records; all are anticipated to be moved to Archives in future. The remainder are owned by the originating department. Over the planning horizon, ~15% of these records may make their way to Archives; the remainder are likely to remain in offsite long-term storage.

²⁷ Burnaby population was projected by BC Statistics under the organization's new methodology (pulled December 2022).

²⁸ This is in line with Burnaby Archives and Calgary Archives historical trends; it is lower than City of Vancouver.



show resulting linear meters of material (private, corporate, total) in 10-year increments. The second table shows approximate distribution of media types (used to generate secure vs. cold storage requirements).

Figure 5: Future Corporate vs. Private Records, Based on Methodology as Above.

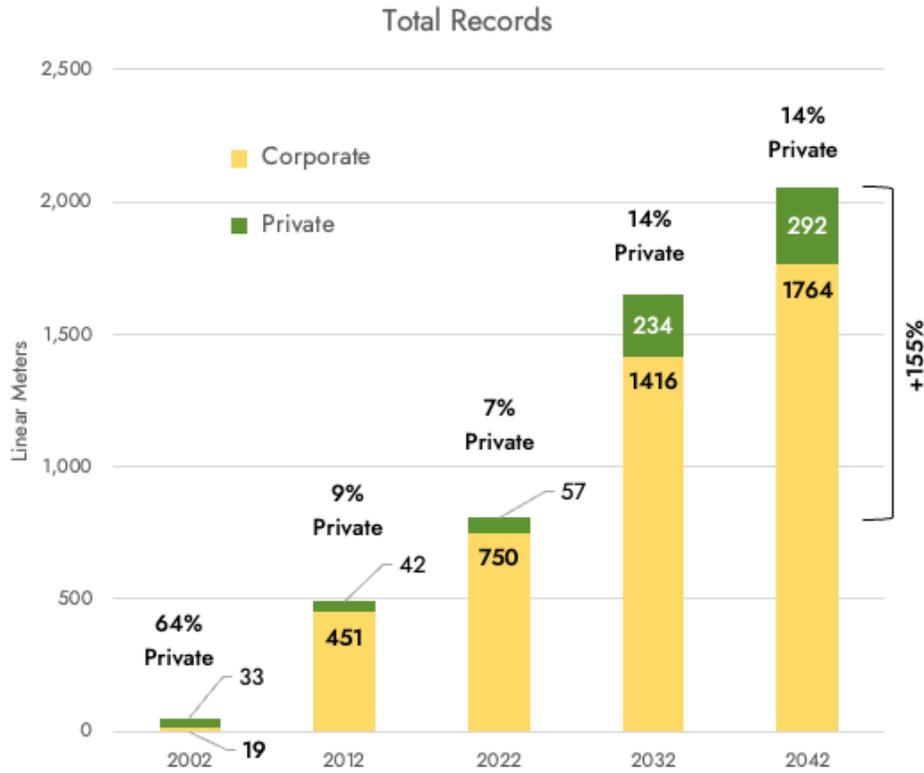


Table 5: Linear Metres of material (Private, Corporate, Total)

Year	Private	Corporate	Total	% Private	10-Year Increase
2002	33	19	52	64%	n/a
2012	42	451	493	9%	850%
2022	57	750	807	7%	64%
2032	234	1,416	1,650	14%	105%
2042	292	1,764	2,056	14%	25%

Table 6: Approximate distributions of media types in the collection

% total collection	Artefact	Book	Ledgers	Maps/ Drawings	Media	Micro-film	Other	Photo-graphs	Text
2022	0.40%	0.60%	0.10%	0.70%	0.20%	0.40%	0.00%	2.50%	95.10%
2032	0.30%	0.70%	0.10%	0.80%	2.60%	0.20%	0.40%	5.00%	89.90%
2042	0.30%	0.70%	0.10%	0.70%	2.60%	0.30%	0.50%	5.00%	89.80%



4.4.3 Space

The spaces required to deliver services over the planning horizon are described in the tables below. These projections are based on:

- ◆ The collections projections by type (as above), with cold storage provided for media and photographic collections specifically. Storage should be designed to achieve Category A designation (per Canadian Conservation Institute guidelines).
- ◆ Integrated storage for corporate and private records (both cold and controlled).
- ◆ Static shelving, 7-shelves high, with an ability to move to high-density shelving in future. Static shelving has been used for estimates to align with City Hall planning methodology, avoid the high cost of new compact shelving, and provide post-20-year capacity.
- ◆ Staffing projections as described in the section above.
- ◆ Meeting the future vision of the City of Burnaby Archives.
- ◆ The City’s IT department will be responsible for the digital archives storage on servers located elsewhere in the City (i.e., the space for servers is not specified here but is required).
- ◆ The future Archives may be co-located with other City services (e.g., in new City Hall). In this scenario, some spaces may be grouped and shared such as the staff break room and housekeeping room.
- ◆ Component Grossing Factor of 1.2 is used throughout.

The following table shows a summary of component areas. The detailed space list can be found in the Appendix. The list currently includes some spaces that could be shared with an adjacent function, such as a multipurpose room and staff break space.

Table 7: Space list by major components

Component	NSM	CGSM	CGSF	% Total
A – Community Welcome	146.5	175.8	1,893	18%
B - Archives Staff Area	172.8	207.3	2,232	21%
C - Archives Secured Collections	512.7	615.3	6,624	62%
Total	832.0	998.4	10,748	
Total BGF (@ 1.3)		1,298	13,973	

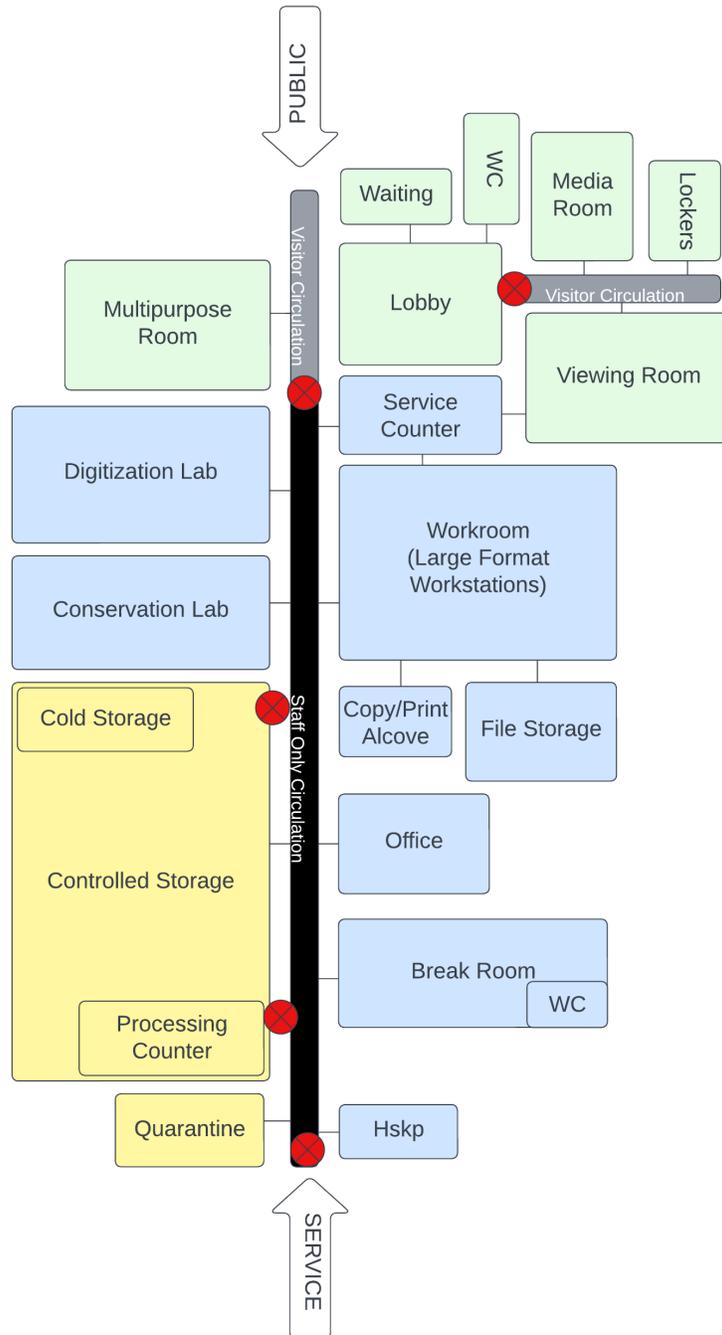
The relationship diagram next page shows the components grouped into colours, and all spaces relative to each other. The diagram is not a floor plan and is not to scale. It is intended to show ideal relationships between spaces, to circulation, and zones of access. Key relationships as shown below include:

- ◆ The Service Counter must be adjacent to the Lobby, with views to the Waiting Area, Viewing Room, and entry to the Multipurpose Room.
- ◆ The Workstations should be continuous to the Service Counter, as various positions may cover the counter from their workstation.
- ◆ The Quarantine and Processing Counters should be closest to the service entrance, as these spaces are the first stop for incoming materials.



- ◆ Cold Storage and Processing Counter can be located within (accessed from) Controlled Storage.
- ◆ The Labs (Digitization and Conservation should be located close to Workstations (for easy access for staff) and Controlled Storage (for easy access for collections materials).

Figure 6: City of Burnaby Archives Relationship Diagram





4.5 Space Gap Analysis

The current City of Burnaby Archives are approximately 635 NSM (320%) undersized for a 20-year future. This reflects the Archive’s current lack of community spaces, and their capacity for records which was already reached more than five years ago. The differences in current state vs. requirements are shown in the table below.

Table 8: Current vs. Future State Gap Analysis Table

Component	NSM Current	NSM Required	Delta SM	Delta %
A – Community Welcome	11	146.5	-135.3	-1208%
B - Archives Staff Area	26	172.8	-147.0	-570%
C - Archives Secured Collections	161	512.7	-352.0	-219%
Total	197.7	832.0	-634.3	-321%

The following spaces are future requirements that are not comparable to current state as they do not exist:

- ◆ Lobby & Waiting (currently “Viewing Room”)
- ◆ Material Lockers for Researchers
- ◆ Media Viewing Room
- ◆ Multipurpose Room
- ◆ Labs (Conservation and Digitization)
- ◆ Department File Storage
- ◆ Processing Counter
- ◆ Quarantine

The following are currently shared and have been designated in the future requirements (pending co-location choices):

- ◆ Visitor & Staff Washrooms
- ◆ Staff Break Room
- ◆ Housekeeping



5 TRANSITION PLAN

5.1 Overview

The following five-year, high-level plan is intended as a framework for enhancing the City's community archives services according to the City's Archives Strategy. The plan proposes and organizes actions recommended for years 2023-2027 into five workstreams:

- A. Foundations of involving community and working in partnership
- B. Diversify services
- C. Define and enrich collection
- D. Create safe and trusted spaces
- E. Build capacity and capabilities

The transition plan is based on the guiding principles of involving community members to plan and design services, advancing reconciliation with Indigenous peoples, working in partnership, and building capacity and skills. In keeping with those principles, the plan recommends specific actions and initiatives identified during this project's engagement with community members, including archivists working for and within community organizations, First Nations governments, other Canadian municipal archives, and universities; Archives patrons ("super users"); and City staff.

Years 1 and 2 (2023 and 2024) of the plan contain the bulk of these recommended actions and initiatives; other elements of the plan are composed of loosely defined types of work, with details to be determined through engagement with community members.

The lists at the conclusion of this document suggest other potential actions and initiatives identified in the course of engagement with City staff and community members for this project. These lists are intended to spark conversation and generate further ideas.

5.2 Themes of Years 1-5

In year one (2023), the Archives, with support from other cultural heritage work units, will start involving community members and working in partnership to define the Archives' collection, diversify its services, and provide safe and trusted spaces. Any Archives resources not needed for corporate records work, including ECM system planning, should be dedicated to building reciprocal relationships with archivists working with First Nations and with Burnaby community groups and organizations; standing up the Cultural Memory Working Group and Cultural Memory Advisory Panel; and refining and aligning policy and processes with other cultural heritage work units (coordinating through the Working Group).

Relationship building within community will result in part from work Archives staff may be able to do with the Advisory Panel and other community members to start identifying and planning for viable and mutually



meaningful collaborative initiatives, and to achieving lower-complexity but still mighty successes such as incorporating hən̓q̓əmin̓əm̓ and Skwxwú7mesh sn̓ichim plant and animal names already shared with settlers into relevant item-level descriptions on Heritage Burnaby.

In year two (2024), the Archives will continue to build relationships in community and work in partnership, including ongoing engagement with community groups to plan and carry out initial projects together. A new regular, full-time archivist (RFT) would support this work. The new archivist would also engage with the Cultural Memory Working Group and Advisory Panel to develop the Archives' acquisition strategy, including considering Creative Commons licensing as an alternative to transfer of ownership. The new archivist would initiate further lower-complexity, lower-effort projects to build the Archives' capabilities in one or more service areas, such as acquiring small volumes of digital records from community groups and their members to pilot the application of the new Archives acquisition strategy.²⁹

In years three to five (2025-2027), the Archives will work with community members on some of the higher-complexity work identified and planned for through engagement during previous years. Another new archivist position, if approved, would add capacity to that work. In addition, the Archives will leverage and expand its digital archives capabilities to better serve both the City government and community members. Ideally, the Archives will move into a new, centrally located facility that can accommodate its physical space needs, including but not limited to hosting community events.

5.2.1 Context for of Key Initiatives in the Transition Plan

The transition plan recommends several specific actions and initiatives. The rationale and supporting details for each are as follows:

- Forming a Cultural Memory Working Group, composed of staff from six cultural heritage work units
 - City staff engaged in this project identified the need for this group; Working Group members will coordinate and collaborate to preserve and enable access to Burnaby communities' histories and experiences.
 - See section 4.3.1 [Initial Iteration of Operating Model](#) for further details.

²⁹ For example, to broaden its holdings relating to research conducted about Indigenous history in Burnaby and engage with members of First Nations and urban Indigenous communities, the Archives might want to consider approaching the consultants who worked on the Indigenous History in Burnaby Resource Guide with the Museum, to learn if they may have kept of their project records, particularly their source material(s). (As suggested by the Director of Indigenous Relations.) If the consultants have records that appear to be of value to community members, and if the consultants are willing to donate those records, the Archives could plan with the consultants to acquire them. With the consultants' agreement, the Archives could stage accruals so that digital records are donated sooner, and held securely until such time that the Archives has resources to process them; accruals of hardcopy records would be delayed until the Archives has the resources to store as well as process them.



- Forming a Cultural Memory Advisory Panel, composed of community members representing diverse communities, to support the Archives and the Cultural Memory Working Group in providing more equitable archives services.
 - This recommendation is based on the models for community engagement reported by the City's cultural heritage work units and peer municipal archives engaged in the course of this work. It also follows a practice that other North American archives are adopting to represent the experiences and histories of the communities they serve in a more accurate, respectful, and responsible manner.
 - See section 4.3.2.4 [Role of community advisory groups](#) for further details.
- Collaborating with Filipino community archivists and community members to increase public awareness of Filipino community histories in Burnaby, including work by Migrante and other Filipino community organizations:
 - The Filipino community is the third largest non-white and non-Indigenous ethnic group in Burnaby (see 2021 Census), at ~6% of Burnaby's total population. (Chinese and South Asian communities in Burnaby are larger, at ~33% and ~9%, respectively.)
 - In the course of this project, Burnaby Archives staff met with members of the Filipino community in Burnaby and Vancouver, including a community archivist and another community leader. Based on these initial conversations, there appears to be strong potential for further engagement.
 - Examples of initiatives suggested during the introductory conversation: oral histories, Migrante flyer and poster exhibit, Researcher in Residence, and/or a resource guide for researching Filipino community history in Burnaby). Currently, the Museum does work of this nature with community groups; through engagement with the three peer municipal archives, this project identified that interpretive work fits within the scope of archives services too. Ideally, archives do this work in the context of building reciprocal relationships with community members, and coordinate with museums and other cultural heritage work units to complement each another's work and minimize risks of exhausting community members.
- Seeking additional positions for two RFT archivists and one conservator over the next five years.
 - The Archives lacks capacity to build and sustain relationships with community members, enrich its collections, diversify its services, and create safer and more trusted spaces for community members and their records. More staff capacity is needed.
 - See section 4.4.1.2 [Projected staffing: Regular positions](#) for further details.
- Exploring potential to host and support students learning to work as community archivists:
 - Derived from the recommendations of community archivists, who emphasized that helping novice community archivists develop knowledge, skills, and professional networks is a critical means to build diverse communities' capacity to maintain active records and historical archives.
 - UBC-based archival studies faculty and recent graduates investigating capacity building for community archives may be potential partners to the Archives and Cultural Memory Working Group.



- See section 4.4.1.3 [Projected staffing: Project-based positions](#) for further details.
- Archives initiate project) to incorporate hən̓q̓əmin̓əm̓ and Sḵwx̱wú7mesh names into descriptions of photos within a fonds and into naming and subject authorities:
 - Initiative identified during engagement with the archivist for the Sḵwx̱wú7mesh Úxwumixw (Squamish First Nation), who spoke to the importance of increasing the findability of records in archives' holdings, and advised on how to access the Sḵwx̱wú7mesh sn̓íchim (Squamish language) names for people, places, and other elements of Sḵwx̱wú7mesh culture and territory, as culturally appropriate.
 - The *Burnaby Mountain Preservation Society* fonds held by the Archives includes images of plants and animals native to Coast Salish territory. It is possible to find the hən̓q̓əmin̓əm̓ and Sḵwx̱wú7mesh sn̓íchim for many of the pictured plants and animals using the [guides to native plants](#) available on the Museum of Vancouver's website. The Burnaby Village Museum may make similar language resources available. The Archives might also consult the North Vancouver-based [Wild Birds Trust of BC](#), which works with members of the Sḵwx̱wú7mesh Úxwumixw and səliłilw̓ətaʔɪ (Tsleil-Waututh) First Nation to make translations of plant and bird names available to settler communities. Once located, those hən̓q̓əmin̓əm̓ and Sḵwx̱wú7mesh sn̓íchim names could be added to the descriptions of the corresponding images in the *Burnaby Mountain Preservation Society* fonds. In parallel with or following that work, the Archives could seek those names not included in readily available sources through referral to the First Nations' language departments.
 - The Archives could draw upon what It learns from this project to incorporate hən̓q̓əmin̓əm̓ and Sḵwx̱wú7mesh sn̓íchim names into the descriptions of other records in the Archives' holdings.
- **Archiving web content:**
 - The City of Burnaby Archives has strong capabilities relating to digital preservation. With sufficient resources (including staff), the Archives could preserve and provide access to the websites and social media communications of the City of Burnaby and Burnaby community organizations, using the services and tools provided by the Internet Archive and drawing on the experiences, policies, and workflows of BCIT, City of Vancouver, and other institutional archives that are archiving web content actively.³⁰
- **Transferring private records from the Museum to the Archives:**
 - For records donated to the Museum that the Museum is ready transfer to the Archives, If there is uncertainty as to the donors' consent to that eventual transfer, the Museum and Archives

³⁰ The Internet Archive provides a web archiving subscription service by which organizations can use its web crawling and access tools. See Internet Archive, "Archive-It" homepage, retrieved from <https://www.archive-it.org/>. The University of Victoria and City of Vancouver Archives are two nearby institutions with experience using the Internet Archives' services. The Internet Archive also partners with select organizations to preserve their web content, if that content is associated with significant value to community and risk of loss or elimination.



- could work with the Cultural Memory Advisory Panel and other community members to develop and test a strategy to acquire informed consent from donors.
- See [Roles and Responsibilities](#) for further details.

5.3 Transition Plan and Timeline

See next page for the Transition Plan organized as a timeline, presented in workstreams.



Table 9: Transition Plan and Timeline

Workstreams	2023	2024	2025	2026	2027
A. Foundations of involving community and working in partnership	<p>Working Group Form Cultural Memory Working Group and adopt terms of reference including values; start backlog of problems to solve and develop process for prioritizing/assigning problems to sub-groups</p> <p>Archives and Working Group Form Cultural Memory Advisory Panel (CMAP) and adopt terms of reference</p> <p>Archives Host roundtable meeting(s) of archivists from other Burnaby institutions, First Nations, & Burnaby community groups</p> <p>Archives Engage with Filipino community archivists and supporters to generate ideas and start a plan for future initiatives to amplify Filipino community history and experiences</p>	<p>Archives Engage with CMAP and Filipino community archivists and supporters to plan and obtain funding for a multi-year collaborative project</p> <p>Archives Host a roundtable of Metro Vancouver local government archivists</p> <p>Archives Continue hosting roundtable of archivists from other Burnaby institutions, First Nations, and Burnaby community groups</p> <p>Working Group Continue identifying, prioritizing, and assigning problems to solve, reviewing and coordinating implementation of solutions</p>	<p>Archives Launch project(s) with Filipino community</p> <p>Archives Continue hosting roundtable of archivists from other Burnaby institutions, First Nations, and Burnaby community groups</p> <p>Working Group Continue identifying, prioritizing, and assigning problems to solve, reviewing and coordinating implementation of solutions</p>	<p>Archives Continue project(s) with Filipino community</p> <p>Archives Continue hosting roundtable of archivists from other Burnaby institutions, First Nations, and Burnaby community groups</p> <p>Working Group Continue identifying, prioritizing, and assigning problems to solve, reviewing and coordinating implementation of solutions</p>	<p>Archives Continue project(s) with Filipino community</p> <p>Archives Continue hosting roundtable of archivists from other Burnaby institutions, First Nations, and Burnaby community groups</p> <p>Working Group Continue identifying, prioritizing, and assigning problems to solve, reviewing and coordinating implementation of solutions</p>



<p>B. Diversify services</p>	<p>Archives Continue to reach out to archivists working for First Nations and NGOs, identifying and implementing means to support their work on their terms</p> <p>Archives Start to incorporate hən̓q̓əmin̓əm̓ and Skwxwú7mesh sn̓ichim names into descriptions of plant and animal photos within the <i>Burnaby Mountain Preservation Society</i> fonds; incorporate into thesauri *</p> <p>Archives Explore potential to sponsor students learning to be community archivists, potentially through reciprocal research arrangements (MOUs)</p> <p>Archives Design and deliver first iteration of recordkeeping workshop for societies; seek help from Working Group and CMAP to publicize.</p>	<p>Archives Work with CMAP to identify communities and groups to engage with (e.g., Urban Indigenous, Japanese Canadian, LGBTQ2S+) and engage with open-ended intentions</p> <p>Archives Continue to build reciprocal relationships with archivists working for First Nations and NGOs, identifying and providing resources that support their work on their respective terms</p> <p>Archives Iterate and deliver recordkeeping workshop again</p> <p>Archives Continue work to publish file-level descriptions of corporate records</p>	<p>Archives Develop initial web archiving strategy</p> <p>Archives Continue to build reciprocal relationships with archivists working for First Nations and NGOs, identifying and providing resources that support their work on their respective terms</p> <p>Archives Iterate and deliver recordkeeping workshop</p> <p>Archives Continue work with CMAP to identify under-represented communities to engage with and then engage with open-ended intentions</p> <p>Archives Continue work to publish file-</p>	<p>Archives Launch web archiving strategy</p> <p>Archives Continue to build reciprocal relationships with archivists working for First Nations and NGOs, identifying and providing resources that support their work on their respective terms</p> <p>Archives Iterate and deliver recordkeeping workshop</p> <p>Archives Continue work with CMAP to identify under-represented communities to engage with and then engage with open-ended intentions</p> <p>Archives Continue work to publish file-level descriptions of corporate records</p>	<p>Archives Expand web archiving services</p> <p>Archives Iterate and deliver recordkeeping workshop</p> <p>Archives Continue to build reciprocal relationships with archivists working for First Nations and NGOs, identifying and providing resources that support their work on their respective terms</p> <p>Archives Continue work with CMAP to identify under-represented communities to engage with and then engage with open-ended intentions</p> <p>Archives Continue work to publish file-level descriptions of corporate records</p>
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Archives Design and start to implement process to publish file-level descriptions (existing and net-new) of corporate records (with help from **Corporate Services** and offices of primary responsibility for records)

level descriptions of corporate records

Corporate Services Make request to IT for file transfer service for Archives, potentially as part of ECM project.

* **Note:** See Museum of Vancouver (MOV) website [for published guides to native plants](#) that include the plant names in both *hən̓q̓əmin̓əm̓* and *Skwxwú7mesh sníchim*, for a start.



<p>C. Define and enrich collection</p>	<p>Working Group form Acquisition Sub-Group to coordinate review and updates to work units' acquisition policies. Includes reviewing reproduction rights at donation (e.g. using Creative Commons licensing or other method that enables community members to retain ownership while providing rights to use.</p> <p>Archives Engage with CMAP to review and update the Archives acquisition policy</p> <p>Corporate Services Refresh the Archives' statement of mandate, remove it from Archives Procedures Manual, and publish it in a corporate policy, with supporting document identifying minimum service levels during regular operating conditions, civic</p>	<p>Archives Collaborate with CMAP and coordinate with Working Group to develop and launch first iteration of the Archives' private records acquisition strategy</p> <p>Archives engage with the CMAP to identify and accession private records donations in alignment with acquisition strategy</p> <p>Working Group Acquisition Sub-Group develop strategy to engage donors of records to Museum to seek their informed consent for eventual transfer of records to Archives (once Archives has space)</p> <p>Archives Continue to update Procedures Manual, incrementally (as needed)</p>	<p>Archives Complete the processing of a donation of (potentially born-digital) private records</p> <p>Working Group (or Acquisition Sub-Group members from Museum and Archives?) launch strategy to engage donors of records to Museum to seek their informed consent for eventual transfer of records to Archives</p> <p>Archives Continue engaging with the CMAP to identify and accession private records donations (largely born-digital)</p> <p>Archives Continue to update Procedures Manual, incrementally (as needed)</p>	<p>Archives Collaborate with the CMAP and coordinate with Working Group on the next iteration of the Archives acquisition strategy</p> <p>Working Group (or Acquisition Sub-Group members from Museum and Archives?) continue to engage donors of records to Museum to seek their informed consent for eventual transfer of records to Archives</p> <p>Archives Continue engaging with the CMAP to identify and accession private records donations (largely born-digital)</p>	<p>Archives [Physical storage permitting] Accession private records transferred by Museum, based on donors' informed consent</p> <p>Archives Continue engaging with the CMAP to identify and accession private records donations (largely born-digital)</p>
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<p>emergencies, and business resumption; could link to the other cultural heritage work units' mandates</p> <p>Archives Start to update Procedures Manual, incrementally (including link to statement of mandate in new corporate policy)</p>					
<p>D. Create safe and trusted spaces</p>	<p>Corporate Services Continue planning to move the Archives to a more centralized location on the City Hall campus; may be temporary</p> <p>Corporate Services Continue planning and preparing for a longer-term facility for the Archives</p>	<p>Archives Conduct a self-assessment of the Archives' digital preservation capabilities, following international standards, to define target-state preservation level for both corporate and private records, then start/continue building capabilities as needed to achieve target state</p> <p>Corporate Services Expand the Archives' presence on the City's website</p> <p>Corporate Services Continue planning and preparing</p>	<p>Corporate Services Continue planning and preparing for a longer-term facility for the Archives</p> <p>Archives Continue building digital archives capabilities, working toward target-state level of preservation</p>	<p>Corporate Services Continue planning and preparing for a longer-term facility for the Archives</p> <p>Archives Continue building digital archives capabilities, working toward target-state level of preservation</p>	<p>Corporate Services Continue planning and preparing for a longer-term facility for the Archives</p> <p>Archives Continue building digital archives capabilities, working toward target-state level of preservation</p>



for a longer-term facility for the Archives						
E. Build capacity and capabilities	<p>Archives Staff participate in cultural competency training specific to cultural memory work</p>	<p>Corporate Services Seek approval for a new RFT archivist position to build the Archives' community engagement capabilities and manage acquisition and processing of private records</p>	<p>Archives Staff participate in cultural competency training specific to cultural memory work</p>	<p>Corporate Services Seek approval for a second new RFT archivist position build the Archives' community engagement capabilities and manage acquisition and processing of private records</p>	<p>Archives Staff participate in cultural competency training specific to cultural memory work</p>	
	<p>Archives Explore potential for the Archives to engage project-based workers who are students learning to work as community archivists, potentially through MOU with UBC</p>	<p>Archives Potential pilot project with UBC on community archives capacity building</p>		<p>Archives Staff participate in cultural competency training specific to cultural memory work</p>		
		<p>Archives Staff participate in cultural competency training specific to cultural memory work</p>				

APPENDICES

- A. Project Methodology
- B. Engagement Plan
- C. Peer Archive Details
- D. Details Of Peer Engagements
- E. Work Unit Current State Table
- F. Detailed Theme Notes From Work Unit Engagements
- G. Questionnaire For Archive Super Users
- H. Staff Suggested Actions
- I. Detailed Space List

A. PROJECT METHODOLOGY

Together with Jill Teasley (Archives & Information Management Consulting), Cornerstone Planning Group (“Cornerstone” or “Cornerstone Team”) was contracted by the City of Burnaby to complete a Community Archives Strategy. The Cornerstone Team followed a 5-step approach to the project:

- 1. Project Launch** – This step involved preparing and hosting a project launch meeting with the City of Burnaby Project Manager and the Project Team to clarify and confirm scope, approach, schedule, stakeholders, deliverables, and available background documentation. During this step, an Engagement plan was developed and approved with the Project Team (see later in Appendix). The Project Team also toured all relevant heritage work unit facilities including the McGill Library (a BPL Branch), City of Burnaby Archives, the Burnaby Village Museum, and the Burnaby Art Gallery.
- 2. Evaluate Current State** – This step involved the analysis of background information to understand the City of Burnaby Archive’s operating model; the facilitation of work group meetings with cultural heritage work units to discuss challenges and opportunities; and the refinement of the current operating model following those discussions. The current state assessment was then synthesized and incorporated into the final report.
- 3. Define Community Archives Services and Operating Model** – This phase of the project involved an extensive set of interviews with City staff, First Nations, community partners (Simon Fraser University Archives, Simon Fraser University Library Special Collections, Nikkei National Museum & Cultural Centre), community members and archives super users, and other archival institutions (City of Richmond Archives, City of Ottawa Archives, and the City of Surrey Archives); the facilitation of two workshops with the Project Team to synthesize primary challenges and opportunities, to define types of future-state services and operating model, and to establish and understand likely space needs. Once the future-state types of services and operating model were conceptualized, a transition plan was created to detail how the City of Burnaby can realize the model through following a sequence of key initiatives and activities.
- 4. Scope Archive Space Requirements** – After the development of the future-state operating model, the Cornerstone Team projected the City of Burnaby Archives’ collections and space needs to the 20-year planning horizon. Within this step, a space list was created, along with adjacency diagrams and a set of high-level design guidelines. A gap analysis comparing the projected future state to the current state of the archives was then conducted where key gaps were identified.
- 5. Deliver Final Report** – The final step in the project involved the synthesis of all information gathered and strategies developed thus far. The key findings were summarized, and the transition plan was clearly outlined. The Final Report was then submitted for review and approval.

B. ENGAGEMENT PLAN

The enclosed engagement plan was developed in October 2022. Since this version, project leadership has shifted to include Juli Halliwell, incoming Director of Corporate Services for the City of Burnaby.

City of Burnaby Archives Strategy Engagement Plan V2

October 7 2022

1 Introduction

The City of Burnaby is developing a strategy to enhance the City's community archives services to benefit City staff, First Nations, Métis and other Indigenous communities, and local non-Indigenous communities. The Community Archives Strategy will research and recommend future-state community archives services, service delivery model, and facility spaces. It is also aimed to help the City meet its commitments in response to the 2015 Truth and Reconciliation Commission of Canada's Calls to Action.

This Engagement Plan identifies the project governance and key stakeholders related to this project, and then summarizes both the intent and proposed methods of engagement for each category within each project phase. A RASCI table follows.

2 Project Governance

The Project Team is made up of the following members. The Team representatives, as marked with asterisks (*) will meet twice a month to check in on progress and follow up on outstanding action items.

Organization	Name	Role
City of Burnaby Archives	*Rebecca Pasch, Municipal Archivist	Key Stakeholder
	Alix Nay, Assistant Archivist	Key Stakeholder
City of Burnaby Museum	Deborah Tuytens, Cultural Heritage Manager	Key Stakeholder
	Jane Lemke, Curator	Key Stakeholder
	*Kate Petrusa, Assistant Curator	Key Stakeholder
City of Burnaby Community Planning	*Lisa Codd, Heritage Planner	Project Manager, City Key Stakeholder
City of Burnaby Corporate Services - Administration	*Lisa Dotto, Manager Administrative Support	Alternate PM, City: billing, schedule, liaising with executive team for feedback
City of Burnaby Legislative Services	*Blanka Zeinabova, Senior Manager, Legislative Services	Key Stakeholder
Consultant Team	*Melanie Roskell, Cornerstone Partner	Project Manager, Consultant
	*Jill Teasley, Archives & Information Management Consulting	Service & Operations Lead
	*Alec Young, Cornerstone Associate	Alternate PM, Consultant

3 Stakeholder Identification

The following are key stakeholders for the City of Burnaby Archives Strategy.

Type	Organization	Name/Contact
City of Burnaby Key Partners	Heritage Planning Program	Lisa Codd (Heritage Planner; Project Manager)
	Archives	Rebecca Pasch (City Archivist)
	Museum	Jane Lemke (Curator) Kate Petrusa (Assistant Curator)
	Library Special Collections	Beth Davies (Chief Librarian) Elizabeth Davies (Branch Manager, Metrotown) Trish Mau (Director Collections and Technology)
	Art Gallery	Jennifer Cane (Visual Arts Coordinator) Emily Dundas-Oke (Assistant Curator, Burnaby Art Gallery)
City of Burnaby Stakeholders	Corporate Services	Dipak Dattani (Director of Corporate Services) Blanka Zeinabova (City Clerk)
	Office of the City Clerk Legislative Services incl. above.	Blanka Zeinabova (City Clerk) Denise Fong (Planning Assistant)
	Community Heritage Commission	(replaced by City Heritage Planning w/ Denise and Lisa C.)
	Director, Indigenous Relations and Reconciliation	Mikelle Sasakamoose
First Nations Partners	kʷikwə́łəm (Kwkwetlem)	Archivist TBC.
	Sḵwxwú7mesh Úxwumixw (Squamish)	Archivist: Karen Ng or alternate
	xʷməθkʷəy̓əm (Musqueam)	Archivist: Jason Woolman or alternate
	səlilwətaɣ (Tsleil-Waututh)	Archivist: Adrienne Morrison or alternate
	Union of BC Indian Chiefs	Melissa Adams
Regional Partners & Stakeholders	SFU Archives	Paul Hebbard (University Archivist) Melanie Hardbattle (Acquisitions and Outreach Archivist)
	SFU Library (Special Collections) Nov 15	Melissa Salrin (Head of Special Collections)
	Nikkei National Museum and Cultural Centre	Lisa Uyeda (Collections Manager)



Type	Organization	Name/Contact
Community	Super-Users	City: Denise Fong, Eric Damer City: Penny Leithwood (Planning), Alekxos Sarter (Parks) Community: Nathan Lee (artist), Cornelia Naylor (media)
	General community	The general community will not be engaged within this project.

4 Stakeholder Engagement Plan

The engagement plan is characterized by the four steps of the workplan. All meetings can be either virtual or in-person, depending on the wants and needs of the user group.

Project Phase	Stakeholders to be Engaged	Purpose of Engagement	Method of Engagement
A: Launch Project	Key Partners	Project & team introduction	Tour with key partners, info request via email and follow ups as req'd.
	First Nations Partners	Introduce project, discern key contacts	Initial email from Lisa Codd.
	<i>Regional Partners & Stakeholders, COB Stakeholders, Community</i>	-	<i>None in this step</i>
B. Evaluate Current State	Key Partners	Collect current state services information	Pre-distributed agendas, separate 2-hour facilitated meetings
	Corporate Services	Share current state assessment	Distributed report section
	<i>Regional Partners & Stakeholders, Community, COB Stakeholders, First Nations Partners</i>	-	<i>None in this step</i>
C. Define Services and	Super-Users	Collect key service needs and desires	Distributed digital questionnaire

Project Phase	Stakeholders to be Engaged	Purpose of Engagement	Method of Engagement
Operating Model	First Nations Partners	Investigate collaborations, discuss useful services and model for support	Separate meetings (or alternative format as discussed in step A)
	Regional Partners & Stakeholders, COB Stakeholders	Investigate collaborations and partner service/model needs.	Pre-distributed agendas, ~1.5 hr meetings each.
	Project Team + Key Partners as appropriate (TBC based on Step B), Corporate Services	Align on future state services, and future operating model	Two x 2 hour Workshops (all Key Partner reps at each workshop)
D. Scope Archive Space Requirements	Key Partners as appropriate (per Step B)	Review collections growth estimates	Virtual call x1 per
	Corporate Services	Review collections growth estimates	Virtual call and/or distributed information (TBC)
	<i>Regional Partners & Stakeholders, Community, COB Stakeholders, First Nations Partners</i>	-	<i>None in this step</i>
E. Deliver Final Report	Key Partners, COB Stakeholders	Orient to and review draft and final reports	Calls (x2) and offline review (x1 round).
	Regional Partners & Stakeholders, Super Users	Share back Final Report	Send final report with covering letter
	First Nations Partners	Share back Final Report	Send final report with covering letter; or, host meeting to review (depending on step A)

5 Schedule

The intended schedule has been updated and is shown below.

- Key stakeholder engagements as listed above are shown in gold.
- The schedule will achieve substantial completion by the first week of January, 2023.
- Sharing of the Final Report is not listed on this schedule and would occur post-delivery.

		September		October				November					December				January				
PROPOSED SCHEDULE		3	4	1	2	3	4	1	2	3	4	5	1	2	3	4	1	2	3	4	
A. Launch Project																					
A1	Project Launch Meeting	PL																			
A2	Background Doc Review																				
A3	Referral Letter Review																				
A4	Engagement Plan Summary																				
A5	Site Visit																				
B. Evaluate Current State																					
B1	Map to Capability Model																				
B2	Work Group Meetings																				
B3	Current State Assessment																				
C. Define Community Archives Services and Operating Model																					
C1	Questionnaire																				
C2	Interviews	<- Letters sent to FN Partners																			
C3	Service Analysis / Synthesis																				
C4	Staff Workshop 1																				
C5	Explore Models																				
C6	Develop Model																				
C7	Staff Workshop 2																				
C8	Transition Planning																				
D. Scope Archive Space Requirements																					
D1	Project Collections																				
D2	Project Space Needs																				
D3	Gap Analysis																				
E. Deliver Final Report																					
E1	Draft Report																				
E2	Final Report																				
																	DRAFT	REVIEW			
Client Liaison and Ongoing Project Management																					
E3	Ongoing Coordination			X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	



6 RASCI for Roles and Engagement Needs

We suggest engaging each role and stakeholder group as shown in the RASCI chart below.

LEGEND

- R = Responsible (produce)
- A = Accountable (sign off)
- S = Support (advise on process and COB operations, facilitate partner and stakeholder introductions, reviews, and sign-offs)
- C = Consulted (contribute)
- I = Informed (kept up to date)

Roles	Deliverables					
	Stage B	Stage C		Stage D		Stage E
	Current State Assessment	Future-State Services and Operating Model	High-Level Transition Plan	Collections Growth Estimates	Space Requirements & Gap Analysis	Final Report
Consultant Team	R	R	R	R	R	R
Project Team	S	S	S	S	S	S
Key Partner – Archives	C	C	C	C	C	I
Key Partner – Museum	C	C	C	C	C	I
Key Partner – Library	C	C	C	C	C	I
Key Partner – Art Gallery	C	C	C	C	C	I
First Nations Partners	I	C	C	I	C	I
Regional Partners & Stakeholders	I	C	I	I	I	I
COB: Corp. Services	A	A	A	A	A	A
COB: City Clerk	I	C	C	I	I	I
COB: Heritage Planning	I	C	C	I	I	I
COB Heritage Commission	I	C	C	I	I	I
COB Director, Indigenous Relations and Reconciliation	I	C	C	I	C	I



C. PEER ARCHIVE DETAILS

1. City of Ottawa Archives

1.1 About the City of Ottawa

- Incorporation date: the City of Ottawa incorporated in 1855. In 2001, twelve municipalities in the national capital region amalgamated to form the current-day City of Ottawa.
- Traditional owners: the City of Ottawa is situated on the traditional and unceded territory of the Anishinabe Algonquin Nation.
- Land area: 2796 km²
- Population according to 2021 census: 1,017,449 ¹
- Ethnic and cultural origins: In 2021, 30% (324,960) of Ottawa residents reported belonging to a visible minority (non-white and non-Indigenous) group. The predominant visible minority in Ottawa is Black, at approximately 8% of the total population. The next most populous ethnic groups are Arab and South Asian. Indigenous peoples accounted for 2.6% of the total population of Ottawa in 2021.⁶

1.2 Year Established

The City of Ottawa established its archives program in 1976. With the amalgamation in 2001, twelve municipalities brought together their archives holdings, staff, and services into one consolidated archives program.

1.3 Mandate

"The City of Ottawa Archives are the custodians of permanent and historical civic government records on behalf of the City of Ottawa and its many departments, as well as local, community records with historical value. We preserve, acquire and make these documents accessible for City Staff, the public, and other researchers, for present and future generations. Our goal is to preserve records that enhance our understanding of the history, evolution, and development of the City's social fabric, natural and built environment, and the people that lived, worked, and made significant contributions to the shaping of the City of Ottawa."²

¹ <https://www12.statcan.gc.ca/census-recensement/2021/dp-pd/prof/details/page.cfm>

² The City of Ottawa Archives shares further details about its corporate and community mandates at City of Ottawa, "About the Archives – Mandate", <https://ottawa.ca/en/arts-heritage-and-events/city-ottawa-archives/about-archives#section-c1c72d39-826f-407b-aaf8-6e6e3b91e29a>, retrieved 10 Dec. 2022.

1.4 Organizational Structure And Staff

The City of Ottawa Archives ("the Archives") is part of the City of Ottawa's City Clerk's Department. The Archives works closely with the City of Ottawa's corporate records program, also part of the City Clerk's Department. The Archives's staff consists of six archivists, including the city archivist, plus a conservator and archival assistants. The City Archivist position is part of the City of Ottawa's management team and reports to the City Clerk. The other Archives staff positions are represented by bargaining units.

1.5 Annual Operating Budget

The 2022 operating budget of the City of Ottawa Archives was approximately \$2.9 million, allocated as follows:

- Staff: \$1.1 million
- Facility maintenance: between \$700,000 and \$800,000
- Operations (including conservation supplies, contracts for conservation support and other services, and other operational expenses): approximately \$1 million³

1.6 Community Assistance

The City of Ottawa Archives enjoys the support of a "Friends of the Archives" society, the Friends of the City of Ottawa Archives (FCOA). FCOA's mission is to "support the activities of the City of Ottawa Archives in acquiring, preserving and making accessible archival records that reflect the corporate and community memories of Ottawa's growth, activities, groups and districts."⁴

FCOA was started in the 1970s by a group of volunteers who worked with the City of Ottawa to establish the Archives. One of their first accomplishments was setting up the FCOA Trust Fund, which enables FCOA members and supporters to direct charitable monetary donations to the Archives. The City of Ottawa controls the fund as one of the city's financial assets and issues tax receipts to donors.

In addition to fundraising, FCOA members help the Archives through advocacy and promotion, by encouraging donations of records, by contributing to the development of community documentation strategies, and by developing exhibits. FCOA board members help select the projects that receive financial support from the FCOA Trust Fund. Recently, FCOA members have been assisting the Archives with community engagement for the Tapestry initiative (see [Tapestry](#), below).

1.7 Physical Spaces

The City of Ottawa Archives' central branch is located in the City's award-winning, LEED Gold-certified James K. Bartleman Centre, which opened to the public in 2011. Three quarters of the building's 92,000 square feet are

³ Shared by Paul Henry, City Archivist for the City of Ottawa, as part of interview on 8 Dec. 2022.

⁴ Friends of the City of Ottawa Archives, "Our Mission", at <https://fcoa-aavo.ca/node/6>, retrieved 10 Dec. 2022.

dedicated to the Archives central branch. The Ottawa Public Library's collection management and circulation departments base their operations in the remaining space.

The central branch was designed to achieve the Canadian Conservation Institute's (CCI) Category A space designation, enabling the City of Ottawa Archives to apply to the federal government for movable cultural property grants and certification of cultural property for donors' tax purpose (under the terms of the Government of Canada's Cultural Property Export and Import Act).

The branch's facilities include four climate-controlled vaults, which house most of the Archives' holdings; a loading bay; triage and quarantine rooms; processing work rooms; a conservation lab; an office area; a reference room; private research rooms; and a gallery. Many of these spaces feature in a virtual tour the Archives has made available on YouTube.⁵

The central branch is open to the public on an appointment basis from Tuesday to Friday, 9 am to 12 pm and 1 to 4 pm, and Saturday 10 am to 1 pm and 2 to 5 pm.

The Archives' two other branches are the Rideau Archives, the former Township of North Gower's 1876 town hall, and the Gloucester Research Centre. The Archives operates these branches in partnership with local historical societies, whose members volunteer for the branches.⁶

1.8 Digital Presence

The City of Ottawa Archives has a [set of several nested pages on the City of Ottawa website, ottawa.ca](#), under a landing page for the site's "[Arts, heritage, and events](#)" category. Visitors to ottawa.ca can find their way to the Archives' pages from that landing page, by using a link in the main navigation bar under the "Arts, heritage and events" flyout menu, or using site search.⁷

The Archives publishes descriptions and digital files to a web-based catalogue, Ottawa Archives & Museum Collections, using software provided by MINISIS Inc. The catalogue's portal includes [a profile of the Archives](#) as well as of the eight museums that share the catalogue service with the Archives.

The Archives publishes other finding aids on the City's website, notable three thematic research guides available as PDF files on the City's website, for example a guide to research using [early records of Chinese Canadians in Richmond](#).

⁵ City of Ottawa, *City of Ottawa Central Archives - English.wmv*, available on YouTube at <https://www.youtube.com/watch?v=SRcFaj3qqVc>, retrieved 10 Dec. 2022.

⁶ City of Ottawa, "About the Archives – Mandate", <https://ottawa.ca/en/arts-heritage-and-events/city-ottawa-archives/about-archives#section-c27a3200-bcdf-4f07-ad41-409eaefe8a99>, retrieved 10 Dec. 2022.

⁷ The Rideau Township Historical Society and the Gloucester Historical Society, which help the City of Ottawa operate the Rideau Archives and Gloucester Research Centre, respectively, have their own websites. The Rideau Township Historical Society's site includes a page for the Rideau Archives.

1.9 Holdings

The City of Ottawa Archives holds more than 15 million digital files and 20 kilometers of physical records, including 3 million photos. Copies of more than 10,000 of the physical photos are digitized and available online. The Archives' reference library holds books, oral histories, and other resources relating to local history.

2. City of Richmond Archives

2.1 About the City of Richmond

- Incorporation date: the City of Richmond incorporated as a municipality in 1879 and was designated as a "city" in 1990.
- Traditional owners: The City of Richmond is built on the traditional and unceded territory of the peoples of the hən̓q̓əmin̓əm̓ language group.⁸
- Land area: 129.666 km²
- Population (estimated) in mid-2022: 230,584
- Ethnic and cultural origins: In 2021, 80.3% of Richmond residents reported belonging to a visible minority (non-white and not Indigenous) group, the highest proportion of any municipality in BC and the second highest in Canada. The predominant ethnic group in Richmond is Chinese, at 54% of the total population (the highest proportion in Canada). The next most populous ethnic groups are South Asian at 7.4% of the total, and Filipino at 7.3% of the total. Indigenous peoples accounted for 0.7% of the total population of Richmond in 2021, compared to 2.4% for Metro Vancouver and 5.9% for BC.⁹

2.2 Year Established

The City of Richmond Archives ("the Archives") was initiated out of community members' work on the City of Richmond's centennial in 1979, and was part of the same work unit as the Richmond Museum. The City of Richmond's first city archivist was hired in 1982. By 1987, the Archives split from the Museum and joined the City Clerk's Department.

⁸ Richmond School District No. 38, "Our district story", *Richmond School District No. 30 website*, at <https://sd38.bc.ca/our-story>, retrieved 28 Dec. 2022.

⁹ City of Richmond, B.C., "Ethnocultural Hot Facts", at https://www.richmond.ca/__shared/assets/2006_Ethnicity20987.pdf, retrieved 28 Dec. 2022.

2.3 Mandate

The City of Richmond Archives derives its mandate for both corporate and community records collection, preservation, and access from City of Richmond's Corporate Records Management Program Bylaw, Bylaw 7400.¹⁰

From the City of Richmond Archives' "About Us" page on the City of Richmond's website:

"Bylaw 7400 sets out the terms and scope of activities of the City of Richmond Archives as the official repository for the inactive public and private records of enduring and historic value to the City of Richmond and the community as a whole. It is the work of the City of Richmond Archives to preserve and protect these records and to make them accessible to City officials and the public."¹¹

2.4 Organizational structure and Staff

The City of Richmond Archives is part of the City of Richmond's City Clerk's Office. The Archives' staff consists of the City Archivist. Two Records Analysts, who are part of the City's corporate records team, work closely with the City Archivist. All three positions are represented by a bargaining unit.

2.5 Annual Operating Budget

The operating budget of the City of Richmond Archives for 2022 was approximately \$261,000, allocated as follows:

- Staff: approximately \$ 251,500
- Facility maintenance: covered by the City of Richmond's budget for facilities maintenance
- Supplies: approximately \$9,650¹²

2.6 Community Assistance

As described on the Friends' page on richmond.ca,

"The Friends of the Richmond Archives was established in 1987 to support the work of the City of Richmond Archives and to promote the preservation and understanding of Richmond's history.

"In addition to supporting a unique publishing program for local Richmond history and carrying out a busy community exhibit program, the Friends also contribute funds for specialized archival equipment and projects at the City of Richmond Archives.

¹⁰City of Richmond, B.C., "Corporate Records Management Program Bylaw, Bylaw 7400, effective date July 29, 2022", available at www.richmond.ca/__shared/assets/bylaw_7400463.pdf, retrieved 27 Dec. 2022.

¹¹ City of Richmond, B.C., "About the Archives - About Us", at <https://www.richmond.ca/cityhall/archives/about/about>, retrieved 08 Dec. 2022.

¹² Email message from Dovel Buie, City Archivist for the City of Richmond, "Re: City of Richmond Archives - Budget Info", 11 Jan. 2023.

"The Friends have also endowed a UBC award for students in the Masters of Archival Studies Program and have supported a number of programs for local students in Richmond."¹³

The Friends of the Richmond Archives society has approximately 130 active members, many of whom are older adults. The Friends would like to encourage younger community members to join the society.

The Friends are instrumental to the Archives' community engagement efforts. Members of the Friends attend community events such as the Salmon Festival and Lunar New Year celebrations. They have run virtual events during the COVID-19 pandemic, and they operate the Archives' social media channels. One of the Cantonese-speaking members of the Friends has translated the Archives' and Friends' brochures into Chinese.

2.7 Physical Spaces

The City of Richmond Archives is located in the Library & Cultural Centre Building at Minoru Park in Richmond. The Library & Cultural Centre Building was built in 1993. It is also home to the Richmond Cultural Centre, Richmond Brighthouse Library branch, the Richmond Art Gallery, the Richmond Arts Centre, and the Richmond Museum, a media lab, and rooftop garden.¹⁴ The Archives is open to the public from Monday to Thursday, 9 am to 4:30 pm.

2.8 Digital Presence

The City of Richmond Archives has a [set of nested pages](#) on the City of Richmond's website, [richmond.ca](#), organized within the site's "City Hall" category. The Archives' content on the site includes more than [80 pages of the Archives' virtual exhibits](#). Visitors to the City's website can find their way to the Archives' pages using a link in the flyout menu on pages under "City Hall", by following a link on the ["About Heritage Sites" page](#) (within the "Arts, Culture & Heritage" site category), or site search.

The Friends of the City of Richmond Archives have a [page within the Archives' set of pages](#) on richmond.ca. They run the Archives' social media channels, sharing digitized records from the Archives and related content on [Facebook](#), [YouTube](#), [HistoryPin](#), Instagram, and [the Archives' blog](#).

The Archives publishes descriptions and digital files to a web-based catalogue at <http://archives.richmond.ca>. The catalogue uses InMagic DB/TextWorks software and is maintained by Andornot (Heritage Burnaby uses the same software and service provider).

2.9 Holdings

The City of Richmond Archives holds over 1 kilometre of textual records, 170,000 photographs, 20,000 maps and plans, and over 500 sound and moving image recordings. In addition, the Archives maintains a small reference library and collections of subject and biographical reference files.

¹³ City of Richmond, "Friends of the Richmond Archives", at <https://www.richmond.ca/cityhall/archives/about/Friends>, retrieved 28 Dec. 2022.

¹⁴ City of Richmond, "About the Cultural Centre", on the *City of Richmond website* at <https://www.richmond.ca/culture/cultural-centre/about>, retrieved 28 Dec. 2022.

Approximately 75% of the Archives' holdings are corporate (City) records, with private (community records) making up the remaining approximate 25%.

3. City of Surrey Archives

3.1 About the City of Surrey

- Incorporation date: The City of Surrey incorporated as a BC municipality in 1879. In 1993, it was designated a city.
- Traditional owners: The City of Surrey is built on the traditional and unceded territory of the Salish peoples, including the q̓ičəy̓ (Katzie), q̓w̓ɑ:n̓łən̓ (Kwantlen), and se'mya'me (Semiahmoo) Nations.¹⁵
- Population (estimated) in 2021: 586,322, making it the second largest municipality in BC by population.
- Land area: 316.21 km², making it the largest municipality in Metro Vancouver by area.
- Ethnic minorities: In 2021, 67% of City of Surrey residents self-identified as belonging to a visible minority (non-white and not Indigenous) group. The predominant visible minority groups were South Asian (approximately 38% of Surrey's total population), followed by Chinese (approx. 9%), Filipino (approx. 7%), and Southeast Asian (approx. 4%).¹⁶

3.2 Year Established

The City of Surrey Archives ("the Archives") was established in 1976 as part of the Surrey Museum operations. Its establishment was marked by the hiring of an archivist, who led the subsequent expansion of the Archives' services. In the late 1990s, the City designated the Archives as the long-term repository for inactive corporate records with value. In 2006, the Archives split out from the Museum and became its own work unit, still within the City of Surrey's Parks, Recreation and Culture Department.

3.3 Vision, Mission, And Values

The City of Surrey Archives' vision is "To be a thriving city archives that grows with Surrey's communities". The Archives' mission is "To keep the memories of our communities alive and increase our understanding of each other".

On the City of Surrey's website and in the Archives' Strategic Plan for 2021-2024, the Archives lists the values guiding their work as:

¹⁵ City of Surrey, "About the Archives", at <https://www.surrey.ca/arts-culture/surrey-archives/about-archives>, retrieved 28 Dec. 2022.

¹⁶ Government of Canada, "Census Profile, 2021 Census of Population" filtered for the City of Surrey, available on the Statistics Canada website at <https://www12.statcan.gc.ca/census-recensement/2021/dp-pd/prof/details/page.cfm?Lang=E&SearchText=Surrey&DGUIDlist=2021A00055915004&GENDERlist=1,2,3&STATISTIClist=1&HEADERlist=0>, retrieved 28 Dec. 2022.

- **Relevance:** We are not a stuffy institution. Our work is about human lives. We work hard to draw connections between the past and present.
- **Accessibility:** We want to remove barriers of all kinds to ensure that Surrey citizens have the opportunity to seek, enjoy and use the resources that are in our care.
- **Diversity:** We are an archives for all citizens of Surrey. We look for ways to involve and represent every community in our city.
- **Stewardship:** We responsibly care for the heritage resources entrusted to us. And, we are a trusted source of information about the communities of our city.
- **Service:** We value professional, knowledgeable and courteous staff who provide superb service to all of our clients.
- **Partnership:** We believe in collaboration and enjoy partnering with organizations in our community to offer events, programs and other initiatives.¹⁷

The City of Surrey Archives and other cultural institutions have published anti-racism statements and commitments on its website, reflecting their values.¹⁸

3.4 Strategic Plan

The City of Surrey Archives is following a strategic plan for the years 2021-2024. The plan's strategic priorities and goals include:

1. *Engage with a more diverse audience*

We have built relationships with a greater diversity of communities. They use our services, contribute to our collections and partner with us on a variety of initiatives. We invite communities to look at and explore our collections. We actively seek out ways to gather, represent, preserve, and celebrate a truly diverse range of stories.

2. *Increase accessibility to our collections online*

Our holdings are easy to access online. Our web site offers new and intriguing ways to explore the collection. It has gained public attention for its fresh and innovative approach. Researchers of all kinds make use of our collections. Our goal is to put as much of the collection online as we can, making it freely available to everyone.

3. *Raise our profile and build awareness of our services*

¹⁷ City of Surrey, "About the Archives", at <https://www.surrey.ca/arts-culture/surrey-archives/about-archives>, retrieved 28 Dec. 2022; and City of Surrey, B.C., "Surrey Archives Strategic Plan 2021-2024". A copy of the Surrey Archives' strategic plan will be shared with the City of Burnaby Community Archives Strategy project team.

¹⁸ City of Surrey, "About the Archives", at <https://www.surrey.ca/arts-culture/surrey-archives/about-archives>, retrieved 28 Dec. 2022.

Our reputation is strong. The organization has taken bold steps to raise its profile. The citizens of Surrey are aware of the work we do. They take note of our interesting initiatives and programs.

4. Prepare for a new building We have a clear sense of our physical infrastructure needs. Our plans for a new location and building have advanced. The new Archives building will have first rate collections storage. It will be fully accessible, offering excellent reference and research space, and top quality programming spaces.¹⁹

3.5 Organizational Structure and Staff

The City of Surrey Archives is part of the Heritage Services Division of the City of Surrey's Parks, Recreation & Culture Department. Heritage Services also includes the Surrey Museum, the Historic Stewart Farm, and the Civic Artifact Collection.²⁰

The Archives' staff consists of the City Archivist, one Assistant Archivist, and two Collections Assistants. All four positions are represented by a bargaining unit. The City Archivist and Assistant Archivist lead community engagement work, while the Collections Assistants work on file- and particularly item-level description. In recent years, the Archives have been successful in obtaining Young Canada Works employment grants from the Canadian Department of Heritage. The students hired through these grants work on description of corporate records.

Archives staff report to the City's Heritage Administration Manager. This position reports to the City's Manager of Culture, whose portfolio includes all of the City of Surrey's arts and heritage services. The Manager of Culture reports to the General Manager of Parks, Recreation, and Culture, and represents the Archives and other City of Surrey arts and heritage work units as needed at meetings of the City's Parks, Recreation and Culture Commission.

Archives staff liaise with the City's Freedom of Information team within Legislative Services to coordinate scheduling and transfer of corporate records to the Archives.

3.6 Annual Operating Budget

The operating budget of the City of Richmond Surrey is approximately \$305,000, allocated as follows:

- Staff: \$259,000
- Operating Expenses: \$31,600 (includes program supplies, conservation supplies, annual database related costs)

¹⁹ Ibid.

²⁰ City of Surrey, "About Heritage Services" page on SAMOA, at [http://surrey.minisisinc.com/scripts/mwimain.dll/153937299?get&file=\[www_surrey\]about.html](http://surrey.minisisinc.com/scripts/mwimain.dll/153937299?get&file=[www_surrey]about.html), retrieved Dec. 28, 2022.

- Facility maintenance: covered by the City of Surrey's budget for facilities maintenance²¹

The City of Surrey shared the following additional details about its budget and operations:

"Expected revenue (mostly from grants): \$14,400 [...] "We incur staffing costs for specific grant-funded projects. The additional costs are offset by the additional grant revenue. We get YCW intern funding annually, and also apply for UBC Digitization funding, and have got Heritage BC funding recently.

"We get a lot of in-kind support from I.T. and Corporate Facilities. The City's I.T. department covers the cost of its services, including day to day maintenance, as well as server, database upgrades (up to a limit). We get a lot of value from this arrangement. Also corporate facilities covers daily maintenance.

"Having a manager that also manages other portfolios has enabled the Archives to exceed its normal operating budget when resources from underspent budget units have been reallocated to the archives for specific projects, etc."²²

3.7 Community Assistance

The City of Surrey Archives benefits from the work of the Friends of the Surrey Museum and Archives society. The Friends society formed in 2000 to raise capital funds to support the development of a new Museum facility."²³ Today, the Friends fundraise for the Archives, Museum, and Historic Stewart Farm. They also endeavour to increase public awareness of Surrey's cultural heritage.

3.8 Physical Spaces

The City of Surrey Archives is located in a designated heritage building, the 1912 Town Hall in the Cloverdale town centre and historic centre of Surrey. The Archives operate within approximately 3000 square feet of the building's total 9500 square feet; the rest of the building is used for heritage administration.

Notably, the Archives is open to the public from Tuesday to Saturday, 10 am to 3 pm.

The Surrey Museum, which incorporates three other heritage buildings into its facilities, is on the same block as the Archives, across a plaza. The Surrey Public Library's Cloverdale Branch, home to the Library's Family

²¹ Email message from Ryan Gallagher, Manager of Culture for the City of Surrey, "Re: City of Burnaby Archives study - Questions for Surrey Archives", 11 Jan. 2023.

²² Ibid.

²³ City of Surrey, "Friends of the Museum and Archives Society", at <https://www.surrey.ca/arts-culture/museum-of-surrey/friends-of-museum-and-archives-society>, retrieved 28 Dec. 2022.

History collection, is next door to the Archives.²⁴ The Archives' physical space (within the 1912 Town Hall) includes:

- Meeting Rooms, Community multi purpose room.
- Reference Room (about 1000 square feet, including staff work spaces)
- Archivist Office (100 square feet)
- Collections Storage is about 1200 square feet (one space is about 1000 and another map storage space about 200 square feet)

The City of Surrey Archives has outgrown this space, encountering constraints such as:

- Insufficient Archives administration spaces
- Collections storage is much too small
- Lack adequate preparation and conservation space

To address these constraints, the City of Surrey Archives' strategic plan includes preparing for a new archives facility, "[a] responsive, vibrant, accessible archives that brings community together through heritage, learning, innovation, and collaboration".²⁵ To this end, Surrey has conducted a preliminary facility study to document needs for a new venue. They are "interested in co-location opportunities with Surrey Libraries, perhaps a community centre given the right context."²⁶

3.9 Digital Presence

The City of Surrey Archives has [a set of nested pages](#) on the City's website, surrey.ca, organized within the site's "Arts & Culture" category. Visitors to surrey.ca can find their way to the Archives' pages using a link in the website's flyout menu; from a link on [the "Arts & Culture" category landing page](#) and several of its child pages (in addition to the Archives' own pages); from a link on [the Parks, Recreation & Culture Department's page](#); and using site search.

The Archives publishes descriptions and digitized records on a web-based catalogue, Surrey Archives and Museums Online Access (SAMOA), at <http://surrey.minisisinc.com>. The Surrey Museum and Historic Stewart Farm work units contribute descriptions and digital images to SAMOA. SAMOA uses software provided by MINISIS Inc. (the City of Ottawa the same software and service provider for their archives' and museum's

²⁴ Surrey Libraries, "Family History", at <https://www.surreylibraries.ca/services/family-history>, retrieved 28 Dec. 2022.

²⁵ Email message from Ryan Gallagher, Manager of Culture for the City of Surrey, "Re: City of Burnaby Archives study - Questions for Surrey Archives", 11 Jan. 2023.

²⁶ Ibid.

online catalogue). In 2020, more than 6900 unique users carried out a total of more than 200,000 searches of SAMOA.²⁷

The Friends of the City of Surrey Museum and Archives have [a page within the Museum's set of pages on surrey.ca](#).

3.10 Holdings

The City of Surrey Archives holds records of Surrey's residents, community groups, businesses, and local government. Corporate (government) records form an estimated 20% of the collection.

The Archives' holdings are composed of:

- City Council minutes, bylaws, reports, and publications
- Photographs (more than 1,000,000 items, including the photograph collection of the Surrey Leader community newspaper; the Archives has digitized more than 50,000 photos and published them on SAMOA)
- Maps and plans (more than 4000 items)
- Community members' (individuals' and groups') textual records such as diaries, scrapbooks, ledger and correspondence
- Oral history recordings and transcripts
- Newspapers
- Moving images
- Documentary art
- A local history reference library collection consisting of more than 1000 books and other resources; these are searchable through the Surrey Public Library's web catalogue²⁸

²⁷ From City of Surrey Parks, Recreation and Culture Commission meeting minutes, May 19, 2021, report by the Manager of Heritage Administration and Facilities: "Online access is very important. In 2020 there were nearly 200,000 searches by over 6,900 unique users, gaining access to over 65,000 images. It is anticipated there will be 100,000 images available by the end of 2022. There is also an interactive time lapse tool that plots archival photos to modern-day locations on a dynamic map. This resource was accessed 8,000+ times in 2020." Retrieved 28 Dec. 2022 from https://www.surrey.ca/sites/default/files/minutes/MIN_PRCC_2021-05-19.pdf

²⁸ City of Surrey, "Reference Materials", at <https://www.surrey.ca/arts-culture/heritage/surrey-archives/archives-collection/reference-materials>, retrieved 28 Dec. 2022.

D. HIGHLIGHTS OF PEER ENGAGEMENTS

1. City of Ottawa Archives Engagement Highlights

1.1 Tapestry: Diversifying holdings, services and programs, and people providing services

The City of Ottawa Archives recently launched the first phase of Tapestry, its new way of working. Tapestry is based on the principle that archives should belong to the people, and that people should be able to feel a sense of belonging when accessing archives of their community. Tapestry builds on the Archives' experiences of engaging with the Pikwàkanagàn and Kitigan Zibi First Nations and of collecting [records relating to Ottawa community members' experiences during the first years of the COVID-19 pandemic](#), when the Archives staff determined they would "go to where the people are".²⁹ Tapestry has three objectives: increasing diversity in the Archives' holdings, services and programs, and people providing services.

To help increase the diversity of the Archives' holdings, the Archives has worked with community leaders to stand up the Tapestry Advisory Panel. The Advisory Panel facilitates interactions between the Archives and community members, encourages donations from Ottawa's diverse communities, and identifies opportunities for the Archives to advise community groups on maintaining their own respective archives. The Advisory Panel's current members represent several of the communities with which the Archives has committed to engaging in Tapestry's first phase; these are the Ottawa-based Chinese, South Asian, Caribbean, and LGBTQ2S+ communities.³⁰

Through conversations with members of the Tapestry Advisory Panel and the FCOA, the Archives landed on the use of oral histories to develop documentation strategies for different communities. Community members' oral histories serve as valuable resources in themselves, giving voice to under-represented people and communities. The oral histories also help Archives staff locate potential donors of records or groups that may want to receive assistance with maintaining their own archives. As the City Archivist explains, Tapestry is employing "oral histories as a benchmark against which we measure deltas, and find out where the records are. We may not be acquiring records, but identifying where they are. It's oral history not just for the sake of history[...]. We begin with the understanding of a place; what does history tell us we should have, what do we have, and how do we fill the gap? If we know records are there, we send people there".³¹

²⁹ Interview with Paul Henry, City Archivist for the City of Ottawa, 8 Dec. 2022.

³⁰ "The Archives collection – Tapestry Project", City of Ottawa website, available at <https://ottawa.ca/en/arts-heritage-and-events/city-ottawa-archives/archives-collection#section-1082767c-322d-4e39-988b-d1f695d7bc7b>, retrieved 8 Dec. 2022.

³¹ Interview with Paul Henry, 8 Dec. 2022.

The Archives' initiatives to diversifying its services and programs include compiling thematic guides to researching the Archives' holdings, noting that records relevant to specific communities often contain racist or otherwise hateful content. Archives staff design the thematic guides to help community members feel more comfortable using those records.

To diversify the people who provide the Archives' programs and services, the City Archivist has committed to hiring members of intersectional communities to fill vacancies going forward. Current Archives staff are encouraged to pursue educational opportunities with diversity, equity, and inclusion-centered outcomes, for example the [University of Alberta's free online Indigenous Canada course](#).³²

1.2 Other Highlights

Prioritizing investment in people: Launching Tapestry has not required net-new funding, but rather reprioritization of existing resources. The operating budget has covered investment in the knowledge and skills of regular staff members. The Archives' operating budget also allows for bringing in temporary staff to do routine operational work so that the regular staff can focus on projects under the Tapestry umbrella.

Interdepartmental cooperation and collaboration: The Archives has staff representation on the City's Aboriginal Working Committee Sub-Group. The City Archivist actively builds other relationships within the city government by working on the City's elections team, holding regular meetings with the Ottawa Public Library managers working in the Bartleman Centre, and pursuing other opportunities to meet people in different work areas.

2. City of Richmond Archives

2.1 Recognition of gap in representation

The majority of the City of Richmond Archives' holdings are records of European Canadian colonizers and other white settlers. Given that so many Richmond residents belong to Chinese, South Asian, Filipino, and other non-European ethnic groups, Archives staff recognize that the Archives' holdings do not represent Richmond's more recent history accurately.

2.2 "Jump on opportunities to connect with community members"

Recently, members of the City of Richmond's Sister City Advisory Committee sought the Archives' advice on managing their physical and digital records, in particular the records they create outside of the City's recordkeeping processes (that is, photos and other records created by the members themselves, not the agendas and minutes prepared by City staff).

³² Ibid.

The Sister City Advisory Committee consists of highly engaged community members who want to volunteer their time to enhance the relationships between the City and its four Sister and Friendship cities, for example through coordinating school exchanges. The Advisory Committee is composed of one Council member, 13 volunteers appointed by Council, and one representative of the Richmond School District. The Advisory Committee members feel proud of their work and can see the value of preserving their records.

The City Archivist provided guidance to the group on materials what to keep, accounting for the Advisory Committee records the Archives already receives as transfers from the City Clerk's Office. The City of Archivist noted to us that engaging with this group was an opportunity to build relationships with diverse communities within Richmond. She suggested that municipal archivists "jump on opportunities to connect with community members" (and build community groups' recordkeeping capacity), such as this one.³³

2.3 Relationship with other City of Richmond cultural history work units

The City of Richmond Archives has successful working relationships with the Richmond Public Library, Richmond Art Gallery, Richmond Museum, and Heritage Services. The latter three work units are part of the City's Arts, Culture and Heritage Services.

Richmond Public Library

The current head of the Library has served on the board of the Friends of Richmond Archives society, has a background in both archives and library management, and continues to offer strong support to Archives initiatives.

Art Gallery

The Archives collaborated with the Richmond Art Gallery recently to select three images from the Archives to display in the office of the City's new Chief Administrative Officer; the images will be switched out each year, with the Gallery taking care of the exhibit logistics.

Museum & Heritage Services

The Archives coordinates acquisition of community records and artifacts with the Richmond Museum, so that records go to the Archives and artifacts to the Museum. Archives and Museum staff refer donors to the appropriate repository, including cases where donated materials are split. In the words of the City Archivist, often "the public doesn't know the difference between the Archives and the Museum", so staff endeavour to provide a common interface.

According to the City Archivist, "the Richmond Museum is one of our biggest city staff customers." The Museum uses copies of records from the Archives in its exhibits, "layering on their interpretation" of the records.¹² In recent years, the City Archivist has worked with Museum staff to remove culturally sensitive

³³ Interview with the City Archivist for the City of Richmond, Dovel Buie, 6 Dec. 2022.

records from Museum exhibits. As a lighter-hearted way to connect, the City Archivist and Museum staff members have started an informal “history buffs” chat group using an online collaboration tool.

Heritage Services

Earlier this year, the City Archivist worked with a Heritage Services staff member who used a general store ledger held by the Archives as part of school programming at Britannia Shipyards. The City Archivist would like to be able to engage someone with a skillset like that person’s to develop a ready-to-go kit for the Archives to use in school programming.

3. City of Surrey Archives

3.1 “Perhaps as a result of being born of the Museum – we had always felt connected to community”³⁴

Like the archives of the cities of Ottawa and Richmond, the Surrey Archives has a strong community orientation. From 1976 to 2006, when the Archives and Museum were one work unit, the Archives were involved in the Museum’s projects with community. For example, in the 1990s, the Surrey Museum and Archives undertook an oral history project to document more diverse voices than those represented in the City of Surrey’s existing collections. Furthermore, being part of the Parks, Recreation & Culture Department may offer the Archives exposure to more people, projects, and community engagement opportunities than if they were part of a less public-facing City department.

3.2 Strength of partnerships

Partnerships with other arts, culture, and heritage work units within the City of Surrey continue to guide the Archives’ engagement Initiatives; these partnerships also mitigate risks of exhausting community members who might otherwise be sought out by multiple City work units. Earlier in 2022, the Archives worked with Surrey Civic Theatres and three LGBTQ2S+ community organizations to host and record a panel discussion on the history of Pride in Surrey. LGBTQ2S+ community leaders formed the panel. The Archives is preserving their discussion as an interactive oral history.

Other examples of the Archives’ relationships within the City include displaying historic photographs at a Surrey library branch to encourage people to use the new SAMOA interface, and using presentation space at the Surrey Museum.³⁵

³⁴ Noted by the City of Surrey’s Manager of Culture when describing the Surrey Archives’ history. Interview with the City of Surrey Manager of Culture, Ryan Gallagher, and Acting City Archivist, Stacey Abrams, Dec. 12, 2022.

³⁵ Ibid.

3.3 Forward-looking projects

The Surrey Archives has developed a strategic plan to guide its operations from 2021 to 2024. Working on the plan, the Archives staff identified the following strategic objectives: engaging with more diverse audiences, increasing digital access to collection, raising awareness of the Archives and its services, and preparing for a new building.

With respect to its focus on serving more diverse audiences, the Surrey Archives holds monthly speaker series. Furthering its commitment to documenting a broader range of voices, the Archives has received a \$40,000 to conduct 30 oral history interviews with members of five different communities, including Japanese Canadian, Chinese Canadian, Urban Indigenous, South Asian, and LGBTQ2S+ people.³⁶

3.4 By-law for museum and archives operations

Surrey Museum and Archives Bylaw, 1992, No. 11331, amended 1994 and 2022, governs "the management, maintenance, improvement, operation, control and use of The Surrey Museum and Archives collections." The Museum and Archives' deaccessions policy forms part of the bylaw and is attached to it.

Neither the Surrey Museum and Archives Bylaw nor the Surrey Corporate Records By-law, 2010, No. 17002, mention the designation of the Archives as the long-term repository for the City's records. However, the Surrey Corporate Records By-law states that the City uses its corporate records system to manage the long-term preservation of City records, perhaps implying some relationship to the Archives.

³⁶ Ibid.

E. WORK UNIT CURRENT STATE TABLE

Table G1: Profiles of the City's cultural heritage work units with mandates to collect, preserve, and provide access to historical records

Info	Burnaby Art Gallery (BAG)	Burnaby Public Library (BPL)	Burnaby Village Museum (BVM)	City of Burnaby Archives (the Archives)
Year Est.	1967: BAG Society established; 1998: City assumed management	1954	1971	2001: Established for corporate records 2006: Mandate for community records
Vision	<i>The Burnaby Art Gallery operates as an art museum, gallery, and community forum to explore and advance knowledge, appreciation and understanding of contemporary and historical visual art through exhibition, programming and collection services in traditional and innovative contexts both in and outside of the City of Burnaby.</i>	<i>Burnaby Public Library empowers the community to engage with and share stories, ideas and information. Our vision is a welcoming community where all people can explore, learn and connect.</i>	<i>The Burnaby Village Museum invites visitors to join a community of learners, sharing history through collaboration, participation and discovery.</i>	[None stated]
Mission / Mandate	<i>Provide experiences for art museum visitors and program participants that challenge their creativity, ideas, norms, values, identity and beliefs in order to create greater understanding of the ideas behind contemporary and historical art, and the artists that create work.</i> <i>Act as a leader in the collection, preservation and exhibition of artists who choose to work on paper – the Burnaby Art Gallery is the only public art museum in Canada dedicated to works of art on paper.</i>		<i>The Burnaby Village Museum is the primary historical resource for the City of Burnaby. It encourages understanding, appreciation, and enjoyment of and participation in Burnaby's unique history. The Museum fosters a shared sense of community and identity for the citizens of Burnaby and visitors.</i>	<i>The City of Burnaby Archives ("the Archives") is the official repository for all inactive City records with permanent value to the City of Burnaby. The Archives also acquires, preserves, and provides access to private or non-governmental records that complement and enhance understanding of the history and development of Burnaby.</i>

Info	Burnaby Art Gallery (BAG)	Burnaby Public Library (BPL)	Burnaby Village Museum (BVM)	City of Burnaby Archives (the Archives)
(cid...)	<p><i>Foster a diverse and inclusive community gathering place for the dissemination of ideas. This is accomplished through free public talks, symposia, and community outreach projects related to exhibition and public art events.</i></p>			
Values	<p><i>Institutional core values:</i></p> <ul style="list-style-type: none"> • Art has the ability to make the abstract tangible. • Ideas are the foundations for actions. • Education creates knowledge. • Learning is a lifelong endeavor. • Experiences shape our view of the world and influence how we interact with one another. • Collections represent our heritage. 	<ul style="list-style-type: none"> • <i>Intellectual Freedom: We encourage the free exchange of information and ideas in a democratic society.</i> • <i>Community: We treat everyone with respect and work in partnership with our communities.</i> • <i>Innovation: We are future focused, looking for creative solutions to meet existing and emerging needs.</i> • <i>Integrity: We are open, transparent and accountable</i> 	<p><i>Interpretive values:</i></p> <ul style="list-style-type: none"> • <i>Stories are at the heart of what we do</i> • <i>Tangible heritage provides a strong foundation</i> • <i>Memorable experiences are created in collaboration</i> • <i>Learning should be fun, meaningful and social</i> • <i>Personal encounters with history are important</i> 	[None stated]
Governance	<ul style="list-style-type: none"> • Part of the City’s Parks, Recreation & Cultural Services (PRCS) Department; PRCS is administered by the Parks, Recreation and Culture Commission • Burnaby Art Gallery Advisory Committee (BAGAC) guides the Gallery & includes a member of the Parks, Recreation & Culture Commission • BAG’s Director / Curator is Secretary to the BAGAC (non-voting) 	<ul style="list-style-type: none"> • Operates under the provisions of the Library Act of British Columbia. • Governed by the Burnaby Public Library Board, which includes the mayor of Burnaby or a City Council member, and eight community members appointed by City Council • Chief Librarian is ex-officio Secretary of the Board 	<ul style="list-style-type: none"> • Reports to the Parks, Recreation, & Culture Commission (PRCC) • Has staff representation on the PRCC and the Community Heritage Commission 	<ul style="list-style-type: none"> • The Archives is a division of Legislative Services, within the City’s Corporate Services Department • The Municipal Archivist leads the Archives, with support and direction from the Manager of Legislative Services Has staff representation on the Community Heritage Commission

Info	Burnaby Art Gallery (BAG)	Burnaby Public Library (BPL)	Burnaby Village Museum (BVM)	City of Burnaby Archives (the Archives)
# staff	<p>26 full-time and part-time, including:</p> <ul style="list-style-type: none"> • Five curatorial • One communications and marketing 	<p>141.59 FTEs, including:</p> <ul style="list-style-type: none"> • 90 public service staff • Four community librarians 	<p>50 staff members, including:</p> <ul style="list-style-type: none"> • 24 regular staff – includes four curatorial, two education programmers, one community engagement manager • 26 auxiliary staff – includes Curatorial Aide, Registrars, Conservation Aide 	<p>Four FTEs, including:</p> <ul style="list-style-type: none"> • Municipal Archivist • Assistant Archivist • Two Archives Clerks
Physical spaces	<ul style="list-style-type: none"> • Exhibit spaces, library, and office at Fairacres Mansion (Ceperley House) in Deer Lake Park • Permanent Art Collection storage vault at the Burnaby Village Museum (Deer Lake Park) • Public art installations at 100+ sites • Exhibit spaces at Bob Prittie Metrotown Library and McGill Library 	<ul style="list-style-type: none"> • Four branches across Burnaby • Bob Prittie Metrotown is home to BPL’s Special Collections • Community librarians visit food banks and other outreach sites 	<ul style="list-style-type: none"> • Interpretative exhibits in buildings and green spaces across ten acres in Deer Lake Park • Museum administration building includes staff offices and climate-controlled storage for Museum collections • Non-climate-controlled collections storage at Texaco Offsite Warehouse 	<ul style="list-style-type: none"> • The Archives’ office and climate-controlled storage space for physical records are located within the McGill Library branch • The Archives’ reception area includes two desks for researchers to consult Archives holdings
Digital presence	<ul style="list-style-type: none"> • Section on City of Burnaby corporate website: https://www.burnaby.ca/recreation-and-arts/arts-and-culture-facilities/burnaby-art-gallery/ • Collections database at: https://collections.burnabyartgallery.ca/ • Current online exhibition: http://www.formandplace.ca/ 	<ul style="list-style-type: none"> • BPL’s website connects users to the BPL’s online catalogue and digital holdings • While BPL is one of the sponsors of Heritage Burnaby, no BPL holdings appear to published there now 	<ul style="list-style-type: none"> • Burnaby Village Museum website: https://www.burnabyvillagemuseum.ca • Collections described on Heritage Burnaby: https://heritageburnaby.ca/ • Touchpoint on City of Burnaby corporate website: https://www.burnaby.ca/recreation-and-arts/arts-and-culture-facilities 	<ul style="list-style-type: none"> • Short description of the Archives’ mandate, holdings, and services (and link to Heritage Burnaby) on City of Burnaby corporate website: https://www.burnaby.ca/services-and-payments/libraries-and-archives • Holdings described on Heritage Burnaby: https://heritageburnaby.ca/

Info	Burnaby Art Gallery (BAG)	Burnaby Public Library (BPL)	Burnaby Village Museum (BVM)	City of Burnaby Archives (the Archives)
(cid...)		<ul style="list-style-type: none"> • Touchpoints on City of Burnaby corporate website: https://www.burnaby.ca/our-city/city-departments/burnaby-public-library and https://www.burnaby.ca/services-and-payments/libraries-and-archives 		<ul style="list-style-type: none"> • Short description of the Archives' mandate, holdings and services under "About Us" on Heritage Burnaby
Historical records & related materials	<p>As part of its ongoing operations, the Gallery keeps several series of records that reflect the Gallery's unique mandate and interest external researchers:</p> <ul style="list-style-type: none"> • Several linear metres of exhibit and artist files kept by the Gallery are accessible to the public (digital equivalents of these files are internal to BAG and other City staff) • In the library but not immediately accessible to the public: Accession records; photos of BAG events; records of the Burnaby Art Gallery Association • BAG exhibit catalogues and other BAG publications • Other published works: other galleries' exhibit catalogues; monographs relating to the BAG's collections; Canadian art periodicals 	<p>BPL's Special Collections focus on books but contain City and community records too:</p> <ul style="list-style-type: none"> • 4500 published works relating to the history of Burnaby; individuals and community groups with strong links to Burnaby (including First Nations, Métis, and Urban Indigenous communities); and small towns elsewhere in BC • Burnaby demographic data compiled by the City's planning department in 1968 • Copies of School Board agendas/minutes • Local History Files (historical documents, photos, and maps) • Copies of oral history recordings • Burnaby Matters - historical index to Burnaby newspapers from 1935 • Information Burnaby (newsletter), 1974 - present 	<p>Within the Museum's permanent collection:</p> <ul style="list-style-type: none"> • 55,000 artifacts • 8800 photographs • >1000 maps • 4500 books • 1200 archival documents <p>More than 40% of the Museum's permanent collection of historical artefacts and records is on exhibit at the Museum.</p> <p>Many of the records collected by the Museum relate to the histories of Museum buildings and artifact collections; for example, the Love and Bateman family fonds document the lives of people whose homes are now part of the Museum.</p>	<p>The Archives manages a total of 815.7 linear metres of physical records, and 8.7 TB of born-digital records.</p> <ul style="list-style-type: none"> • ~93% of the Archives' holdings are composed of City records, which document City actions and decisions since the City's establishment in 1892 • ~7% are community records, the majority of which are from the Burnaby Historical Society; examples of community records include oral history recordings, photographs from community newspapers, and family home movies

Info	Burnaby Art Gallery (BAG)	Burnaby Public Library (BPL)	Burnaby Village Museum (BVM)	City of Burnaby Archives (the Archives)
(ctd...)		<ul style="list-style-type: none"> • Older Burnaby secondary school yearbooks and LPs of Burnaby bands • West Coast Cablevision series on VHS <p>Microfiche copies of documents relating to BC history and Pacific Press Local History Clippings Collection</p>	<p>Approximately 16,405 items from the Museum’s collections have been digitized, described and published on Heritage Burnaby:</p> <ul style="list-style-type: none"> • Images: 13,462 • Books: 2798 • Documents: 220 • Video: 105 <p>Audio: 70 (largely oral history recordings)</p>	<p>Breakdown of total volume by format:</p> <ul style="list-style-type: none"> • Textual records: 772 linear metres + 0.9 cubic metres (comprising 94.8% of holdings) • Photographs: 20.5 linear metres • Microfilm/fiche: 14 linear metres • Maps and plans: 5.3 cubic metres • Magnetic media/tape and film : 2 linear metres <p>Digital media: 1 linear metre (onsite)+ City network drives + third-party hosted storage (offsite)</p>

F. DETAILED THEME NOTES FROM WORK UNIT ENGAGEMENTS

1. Theme: Centering community

1.1 Burnaby Art Gallery (BAG):

Deepening commitment to supporting artists traditionally under-recognized in collections

- Since 2015, acquisitions funds for the permanent collection have been earmarked for purchases of work by women artists, Indigenous artists and artists from racialized backgrounds
- These purchases result in exhibition and programming, including artist talks, curatorial tours, and online panels
- In 2022 the BAG acquired, by purchase, work from more than 20 artists belonging to community groups that have been under-recognized in collections historically, namely women, racialized, and Indigenous artists

1.2 Burnaby Public Library (BPL):

“A welcoming community”³⁷

- BPL is shifting its focus outward, designing services based on what community members use and say they need
- Community outreach librarians identify what underserved community members need that the BPL can offer, and then deliver those services, such as bringing wi-fi hot-spots to food banks. Access to historical community (or City) records has not surfaced as a primary need.
- BPL serves a broad and diverse range of people in Burnaby – 50% of residents born outside of Canada.
- Important to avoid imposing beliefs and values on community members – focus on building relationships by listening and responding to what people say they need.
- “Is it possible to draw a line around Burnaby?” Consider cross-community initiatives; for example, Métis community members and groups in Burnaby, New Westminster, and the Tri-Cities area

Prioritizing Indigenous community members’ interests

³⁷ Burnaby Public Library, *4-Year Plan, 2019-2022*. In this strategic plan, BPL committed to “discover and understand community members’ needs and aspirations, identify and remove barriers to library services, connect people to each other, and recognize and celebrate Burnaby’s diverse communities”.

- The BPL’s Indigenous initiatives working group is seeking to engage an Indigenous-led firm to lead consultation and design work for placemaking work at the BPL branches
- Indigenous community members need more physical spaces to meet and work
- Example of another municipal library system’s community-centred archives service: VPL’s “Kith and Kin” project started in response to people’s feelings of loss and disconnection from their home communities

1.3 Burnaby Village Museum

Centering work around needs of communities

- The Museum collects, preserves, and provides public access to historical materials as part of its mission to illuminate the history of Burnaby; this includes physical artifacts as well as recorded information (records)
- For its first few decades, the Museum focused on sharing stories and material history of Burnaby’s colonization and settlement by European Canadian immigrants.
- More recently, the Museum has been actively engaging with members of diverse Indigenous and non-Indigenous communities in Burnaby with the goal of increasing representation of these communities in Museum programming; The Museum’s research and collecting priorities reflect this intent, directing space, time, and resources to historically underserved communities
- The Museum emphasizes forming long-term reciprocal relationships with communities without expecting to acquire records from them, prioritizing community-led use of records over building the Museum’s collection
- Following contemporary community archives practices can challenge some traditional archives operations; for example, following models of relational consent vs. one-time transactional consent for acquisition and ongoing preservation and use of records

2. Theme: Building capacity

2.1 Burnaby Art Gallery (BAG)

Cultural care

- BAG staff are learning and practicing culturally appropriate care for artworks in its collections
- In 2021-22 the gallery undertook a Cultural Safety Review of six of its educational programs related to Indigenous art to address issues related to cultural safety
- In addition to the cultural review of all school programs and documents to assist their work with Indigenous, 2SLGBTQAI+, gender diverse and racialized communities, professional development is provided to all BAG staff to address cultural safety, particularly as it relates to their position on the territories of the hən̓q̓əmin̓əm̓ and Skwxwú7mesh speaking peoples

2.2 Burnaby Public Library (BPL)

Digital literacy

- BPL is promoting digital inclusion, making creative technology available to community members
- Held learning institute for staff, led by staff members with subject matter and instructional expertise

3. Theme: Increasing access to holdings

3.1 Burnaby Art Gallery (BAG)

Archives should be accessible

- Want to make more historical records available online, but lack required information management skillsets
- The BAG's current online database might provide a means to share digitized and born-digital content from the Gallery's artist files with members of the public more pro-actively

Digitization requires additional skillsets

- BAG has bought scanners and hired students through the federal Young Canada Works program to scan higher-use material in the Gallery's archives
- However, BAG lacks expertise in organizing and providing access to the resulting digital objects, such as developing and assigning subject categories to digital objects to help researchers find the content and metadata they need

3.2 Burnaby Public Library (BPL)

Access to special collections may improve

- Materials in the BPL's Special Collections are stored within a staff-only area of the Bob Prittie Metrotown branch's second floor; in the BPL catalogue but patrons must request access; Library staff would like to provide patrons with more direct access to the materials
- Next phase of the Metrotown branch renovations may present opportunities to move the Special Collections materials to a more public area, with display cases for unique materials
- Sound recordings, photos, and moving images held by the BPL and other work units could be digitized using the Metrotown branch's new digital studio

3.3 City of Burnaby Archives

Reducing barriers to access

- Archives staff have streamlined reproductions processes, making it much easier for members of the public to reproduce records for which the City of Burnaby holds copyright

- Between 2016 and 2018, the Archives digitized and fully described all Council records in its holdings, back to 1892. The Archives provides access to full-text PDF versions of these 80,000 records to all City staff, public officials and members of the public on Heritage Burnaby; this provision of 24-hour access goes well beyond the Community Charter requirement, which calls for access to Council records during operating hours only

Enabling further access to corporate records

- In further developing its community archives services, the City may want to consider enhancing public access to inactive corporate records transferred to the Archives by dedicating staff time to reviewing files' content (or at minimum, file names and other descriptive metadata), for exemptions to disclosure proactively – and then publishing file-level descriptions to Heritage Burnaby

4. Theme: Opportunities relating to born-digital records

4.1 Burnaby Art Gallery (BAG)

Exhibiting and collecting born-digital materials

- While most of the art the Gallery works with is based in the physical world, complementary material can be digital.
- Digital audio and video recordings can be a means to transmit stories and intangible elements that are core to understanding and using work in the Gallery's collection by Indigenous artists.
- As the field of works on paper expands, artworks themselves can contain digital elements.
- Starting to exhibit and acquire artwork with digital elements; for collected works, have need to preserve long-term, with the artists' consent and appropriate protection of rights to access, reproduce, and share

4.2 City of Burnaby Archives

Preserving born-digital materials

- The Archives has a highly effective digital preservation service, protecting the digital records in the Archives' holdings from loss and degradation and maintaining their usability
- The digital preservation repository can scale to accommodate additional volume of born-digital and digitized records acquired from community and City sources
- Result of the City Archivist's leadership and advocacy, strong partnership between the Archives, City Clerk's Department (now Legislative Services), and the City's IT department, and the support of senior leaders in Corporate Services and IT.

5. Theme: Relationships with other cultural heritage work units

5.1 Burnaby Art Gallery

Effective partnerships. Gallery staff coordinate with:

- Burnaby Village Museum, to use a portion of the Museum’s climate-controlled storage for the Permanent Art Collection
- Burnaby Public Library staff, to create offsite Gallery exhibits in library branches
- Manager of Indigenous Relations and City Planning Department to guide Public Art Projects

5.2 Burnaby Public Library

Relationship with Archives, Museum and Gallery

- Libraries tend to focus on people, while archives tend to focus on materials
- BPL and BVM share values; they’ve run neighbourhood history speaker series and walking tours together for several years, creating opportunities to connect with people outside of institutional walls
- Less collaboration with BAG, despite similar somewhat mandates – hosting exhibits at branches requires coordination, but the relationship is less active
- Have transferred holdings such as photograph collection to the City Archives – better fit there
- The Archives’ physical presence in the McGill branch conflicts with the BPL’s mission, values, and strategy (example: Archives is only open on weekdays, and only a few hours per day); BPL would like to use the Archives’ current spaces to deliver more community-responsive services

5.3 Burnaby Village Museum

Concerns relating to Archives’ resources and relationships with community members

- Concern that the City Archives lacks the organizational infrastructure and resources needed to acquire, preserve, and provide access to more community records; the Museum has sought to fill gaps, when connected to its own research strategy.
- Donors may not understand implications of donating to City Archives or trust that [other parts of] the City will care for records as diligently as the Museum

5.4 City of Burnaby Archives

Collaboration to enhance services

- On major initiatives that foster public engagement with historical records, Archives staff collaborate with Long Range Planning and the Museum’s leadership curatorial team
- The three work units (Heritage Planning, Museum, and Archives) refer to themselves as “Burnaby’s heritage partners”

Sustainment of heritage partnerships

- Outside of the Heritage Commission’s initiatives requiring contributions from the Archives, Museum, and Heritage Planning, the City does not have a formal mechanism to bring staff from the heritage work units together on a regular basis to implement their day-to-day work programs

- The success of the heritage partnership appears to rely in large part on the commitment of individual staff members to continue reaching out to each other
- In late 2021, with planning underway for the Heritage Commission-funded Heritage Policy and Programs Review, the heritage partners drafted terms of reference to guide their partnership and clarify its intent; these have not been adopted yet

6. Theme: Facility constraints

6.1 Burnaby Art Gallery

Concerns relating to storage and exhibit spaces

- Likely to hit total physical storage capacity within five years
- Lost CCPERB designation due to physical space issues
- Without CCPERB designation, BAG can't qualify for certification of cultural property for tax purposes or apply to the Department of Canadian Heritage for movable property grants, making it harder to acquire high-value artwork through donation

6.2 City of Burnaby Archives

Concerns relating to storage and other spaces

- Hit total physical storage capacity several years ago; using offsite third-party storage for corporate records now
- The lack of storage capacity discourages Archives staff from soliciting donations of community records.
- The Archives' lack of physical space to provide other acquisition, preservation, and access services severely constrains its capacity to fulfill other aspects of its mandate as the City's repository for community records.
- The location of the Archives within the McGill library branch, a 20-minute drive from City Hall, impedes records access and staff collaboration.

G. QUESTIONNAIRE FOR ARCHIVE SUPER USERS

1. Respondents (send to)

City: Denise Fong (Museum and Heritage Planning), Eric Damer (Museum), Penny Leithwood (Planning), Alekxos Sarter (Parks)

Community: Nathan Lee (artist), Cornelia Naylor (media), Anushay Malik (professor), Raymond Nakamura (educator)

2. Introduction

[The City of Burnaby is] developing a strategy to build the capacity of the City's archives programs to reflect and serve Burnaby's diverse community members. The strategy will also build capacity for serving and engaging with Indigenous communities, including considering the interests of the host Nations, providing services to the community members of the host Nations, and serving urban Indigenous community members in Burnaby.

Intended outcomes include:

- Recommendations related to services provided by the City Archives and work units that collect and provide access to historical records at the City
- Recommendations relating to how the City coordinates the work of community archives collecting, preserving, and access across the work units that provide these services
- Identifying operating and space needs for the City Archives to support the recommendations

The City's Community Archives Services Project team understands that you've engaged with some of the historical records* maintained by the City's community heritage work units (the City Archives, Burnaby Village Museum, Burnaby Art Gallery, and Burnaby Public Library). You may have accessed the historical records by visiting [Heritage Burnaby](#) or by interacting with one of the City's community heritage work units more directly.

We're seeking your help with identifying what the City of Burnaby should be doing to protect (including collect), preserve, and provide access to historical records of Burnaby-based communities, families, individuals, and organizations. With your consent, we'll ask you about:

- What it's been like to use historical records held by the City's community heritage work units
- Based on your needs and experiences, and those of communities you may serve, what you would suggest the City start, stop, and continue doing with respect to protecting (including collecting), preserving, and facilitating use of historical records

*For the purposes of this project, we're defining "historical records" as information in any medium and format, from any source, recorded at any time in the past.

If you have questions or concerns relating to this survey, please reach out to Rebecca Pasch, Municipal Archivist, at <Rebecca.Pasch@burnaby.ca>.

3. How we'll use the information you share with us

We propose to use your responses to this questionnaire in the following ways:

- Our consulting team will review your responses and identify themes and actions to bring forward as recommendations to the broader Community Archives Services Project team ("the Project team")
- The Project team will consider these recommendations and incorporate them into a plan for enhancing the City's archives services.
- If we seek to publish information that identifies you, as part of documenting the strategy we're developing, we will come back to you for permission. We will retain your responses for as long as required by the City's information management policies, which comply with the privacy requirements set out in the BC Freedom of Information and Protection of Privacy Act.
- Please contact FOI@burnaby.ca to learn more about how the City will use, store, and handle your personally identifiable information.

4. Questions

1. What led you to consult historical records held by the City of Burnaby's community heritage work units? What information were you looking for, and for what purpose, and whose benefit?
2. How did you learn that one or more of the City of Burnaby's community heritage work units held historical records that might be helpful to you?
3. What was it like to find and gain access to the historical records you wanted to use? *We're interested in learning what you observed about this process (such as, what helped or hindered your work), and interactions you may have had with technologies, information about the records, and City staff along the way.*
4. Once you found and gained access to historical records that were helpful to you, what was it like to work with them? *What helped or hindered your work with the records and their content?*
5. How did you use the records (and/or some part of their content) that you consulted? *What helped or hindered you in making use of them?*

6. Have you or the communities you serve engaged with the City's community heritage work units on initiatives relating to the protection (including collection), preservation, and use of historical records? For example, have you donated records, or sought the City's help with documenting community histories? If so, how did that go?
7. Based on your past, present, and potential future engagement with historical records maintained by the City's community heritage work units, what would you suggest we start, stop, and continue doing to improve the services we offer to you and communities you may serve? *This might be anything relating to the facilities, technologies, staffing, holdings (collected records), or services in relation to historical records protection (including collection), preservation, and use.*

5. Highlights of survey responses

Survey respondents shared feedback relating to the Archives' reference services, physical spaces, access tools, and opportunities to collect private records from diverse communities:

- Archives staff are extremely helpful, go out of their way to make records accessible to users
 - "I have nothing but praise for the museum and archival staff I have worked with at the City of Burnaby. I have worked with archives in many other municipalities and my experiences at Burnaby have been exceptional."
- The Archives' opening hours and public researcher space discourage and prevent in-person visits
- Heritage Burnaby is a valuable resource; users asked for more digitized materials, higher-quality reproductions, and references to other sources
- Requests for content relating to diverse communities, emphasizing oral histories and personal narratives, and maintained in open access online archive:
 - "It is in oral history that most of the stories of minority communities, particularly those who did not speak or write in English, still lives. It may be useful to ask staff with the requisite language skills to begin to record and archive these important local stories."

Survey respondents recommended several ways in which the Archives can represent diverse communities' histories and experiences more equitably and accurately:

- Publicize the City's interest in recording and preserving community histories
 - "Perhaps by doing semi-regular events focusing on minority communities. The more people within the communities know that there are exhibits where their memories and stories will be honoured the more they will donate material thus making the City a place where researchers know to go."

- Consider providing access to third-party digital sources like newspapers.com or ancestry that are helpful for community researchers looking for personal narratives and family histories
 - To trace individual stories, often necessary to collate different sources of information
- “Link up to other organizations that have been doing work on specific communities for longer. This may involve directing staff who have roots within the community to work on finding some of those links.”
- Community archiving is an important function that is needed to expand the representation of racialized communities in Burnaby’s history. This process should be integrated into community history research projects at the planning stage, so that researchers will be aware of what resources/ support systems are available when the need arises.”
- “Associate community archiving with a specific educational purpose and output (i.e., publication, exhibit display, presentation, lesson plan). Once people see a finished product, they may be inclined to share more.”
- “[Provide] a parking-friendly facility and knowledgeable staff who also understand the significance of the historical materials. Community members enjoy receiving high quality digital scans of their family photos and translation support of family records written in Chinese in return.”

H. STAFF-SUGGESTED ACTIONS

The table below lists actions the workshop participants identified as potential steps to achieve their vision for the City’s future-state community archives services. Each of the suggested actions corresponds to one of the three objectives; if taken, these actions would help the City to optimize or add an actual end-to-end service, such as recording an oral history interview in a community gathering space. The list can also be used to indicate the range of opportunities and problems that the City may want to address, and to envision the form the resulting services will take.

Table E2: Actions suggested in association with objectives

<p><u>Define and enrich collection</u></p> <ul style="list-style-type: none"> • Clarify what is defined as a record and who is best able to share it • Find ways to be more flexible about what we collect • Create structural changes – new ways to capture more diverse collections • Consider post-custodial (distributed or decentralized responsibility and resources) models of acquisition. What is allowed by Archives and others’ mandates, and what does City want to do? • Assess the scope of our collections and what might be missing • Less emphasis on collecting the whole of the records (the fonds) and more on what community members can offer • Consider how open data could offer new ways for community contributions • Commit to processing community donations within certain timeframe • Establish our standards of collection (BAG for archives) • Create structural changes – new ways to capture more diverse collections
<p><u>Diversify services</u></p> <ul style="list-style-type: none"> • Deliver marketing campaign for online resources • Publicize resources in clear ways • Collaborate with SFU to expand access and exposure • Proactively review corporate records for access / reproduction, so users can do their own research; involve FOI team • Leverage ECM project to identify and provide access to records (with archival disposition) that could be made available to the public immediately • Commission research by equity deserving researchers • Using social media to create a research community • Improve website access points • Have a research room where researchers can meet each other • Offer community grants (as recommended by Heritage Policy & Programs Review) • Heritage partners propose community-led research projects to CHC, get funding

<p><u>Create a safe and trusted place</u></p> <ul style="list-style-type: none"> • Reading room with furniture and tech for all record types – large enough to consult maps – and provide computers for digital record access • Wheelchair and transit accessible, street presence, welcoming, free parking • Inclusive space with modern technology • Location within City Hall may be a barrier to some cultural groups – house of power – have colonial triggers • Co-create the space with community, getting feedback along the way • Make the physical sites safe for objects / archives / art – CCPERB Class A Designation • Think of space as virtual as well – physical and virtual • Work toward certification as a trusted digital repository
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Other actions the workshop participants identified are examples of how to bring this strategy’s guiding principles to life, as shown in the table below.

Table E3: Actions based on guiding principles

<p><u>Involve Community</u></p> <ul style="list-style-type: none"> • Get to know the community – who is here and what their needs are • Encourage community advocates to help with outreach • Engage community members in advisory capacities (advisory group or other) • Allocate staff time to connect with community in their spaces
<p><u>Work in Partnership</u></p> <ul style="list-style-type: none"> • Engage with the City’s Social Planning Committee (and its Anti-Racism Sub-Committee) • Create an outreach team that works with community and across departments • Use the new BPL digital studio space • Bring together archives located in Burnaby (Nikkei Centre, BCIT, SFU Archives, SFU Library Special Collections) at least once or twice a year to share updates and ideas • Engage with existing community history interest groups, such as the Burnaby Labour History group or more informal groups that collect and share stories using social media (for example, Burnaby Nostalgia group on Facebook)
<p><u>Build capacity and skills</u></p> <ul style="list-style-type: none"> • Make regular assessment part of any new system – building in dynamic structures that can adapt to changing needs and circumstances • Training and competencies to guide working with community • Engage a researcher in residence

I. DETAILED SPACE LIST

A detailed space list for the spaces required for the future City of Burnaby Archives, under the model described within the main document, is shown below. Spaces that could be shared if the Archives were to be co-located with another City department have been marked with an asterisk (*).

ID & Space Name		Qty.	Unit Area (NSM)	Area (NSM)	Area (NSF)	Notes
A - Community Welcome						
A1	Lobby *	1	20.0	20.0	215	Entryway, information boards, display space, circulation to Counter
A2	Waiting *	1	8.0	8.0	86	Continuous with Lobby; 4 moveable seats.
A3	Viewing Room	1	62.9	62.9	677	Four layout tables, 6 touchdown workstations, lightbox review area, reference and map shelves. Includes space for display.
A4	Material Lockers	4	1.5	6.0	65	Half-height locker/cubbies with space for book truck below each locker. Accessed from general circulation, near to project and viewing rooms.
A5	Media Room	1	15.0	15.0	161	Dimmable quiet space with 3 stations for media viewing (dividers in between). Incl. shelf for viewing equipment.
A6	Multipurpose Room *	1	30.0	30.0	323	Capacity 12-15 seated; equipped with table and chairs. Multipurpose room for projects, meetings, and education sessions.
A7	Visitor Washroom	1	4.6	4.6	50	Accessible, universal washroom for convenience for visitors and researchers (incl. washing hands prior to handling materials).
A - Community Welcome				146.5	1,577	
B - Archives Staff Area						

ID & Space Name		Qty.	Unit Area (NSM)	Area (NSM)	Area (NSF)	Notes
B1	Public Service Counter	2	8.0	16.0	172	Two wide counters for public service, at least one to be barrier free (wheelchair height). Incl. panic button, undercounter storage for information, point of sale system, printer, and office supplies.
B2	Office	1	11.5	11.5	124	Workstation with two visitors chairs for office work and small meetings.
B3	Workroom	1	46	46	495	6 large workstations with dual-screen monitors and layout space, including secure storage. Includes 2 smaller general workstations for non-archives staff: FOI, IT, and students.
B4	Digitization Lab	1	27.6	27.6	297	Six stations for viewing and digitization equipment. Incl. lightbox, 4 scanners (negatives, microfilm, photoprint, books), and general workstation. Dry room.
B5	Conservation Lab	1	18.2	18.2	196	Wet processing room including 2 deep-basin sinks, counter or table for 2-4 large plastic totes (for humidification); 1-2 large tables for flattening; shelving for supplies
B6	Copy/Print Alcove	1	6.0	6.0	65	Accommodates multifunctional print device, recycling and shredding bins, layout surface and cabinets.
B7	Department File Storage	1	11.5	11.5	124	Active files on shelves and filing cabinets. Lockable room.
B8	Staff Washroom *	1	4.6	4.6	50	Accessible, universal 2pc washroom (toilet, sink).
B9	Staff Break Room *	1	24.9	24.9	268	Kitchenette with sink, cupboards, fridge, dishwasher. Seating for 6-8. Includes coat hanging space and 12 half-lockers. Can be shared if Archives are co-located with another function

ID & Space Name		Qty.	Unit Area (NSM)	Area (NSM)	Area (NSF)	Notes
B10	Housekeeping *	1	6.5	6.5	70	Floor sink, housekeeping cart, chemical storage, paper storage. Can be shared if Archives are co-located with another function
B - Archives Staff Area				172.8	1,859.8	
C - Archives Secured Collections						
C1	Processing Counter	1	25.2	25.2	272	Includes a large (40" x 52") table with wheels for oversize processing, two large layout workstations, a utility sink bank and supply storage
C2	Quarantine	1	16.9	16.9	182	Enclosed area for quarantine of incoming items. Accommodates 4 pallets, circulation, and a chest freezer. Must accommodate pallet jack movement.
C3	Controlled Storage (Class A)	1	433.6	433.6	4,668	Class A temperature and humidity controlled storage environment for text, books, and other similar records.
C4	Cold Storage (Class A)	1	37.0	37.0	398	Cold storage (-5 to 0°C) for storage of more volatile media including photographs and audio/video cassettes. Accessed from Controlled Storage.
C - Archives Secured Collections				512.7	5,520	