



HAWTHORNE COTTAGE

NATIONAL HISTORIC SITE
OF CANADA

Management Plan



FEBRUARY 2007

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OF CANADA

Management Plan

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Foreword



Canada's national historic sites, national parks and national marine conservation areas offer Canadians from coast-to-coast-to-coast unique opportunities to experience and understand our wonderful country. They are places of learning, recreation and fun where Canadians can connect with our past and appreciate the natural, cultural and social forces that shaped Canada.

From our smallest national park to our most visited national historic site to our largest national marine conservation area, each of these places offers Canadians and visitors unique opportunities to experience Canada. These places of beauty, wonder and learning are valued by Canadians – they are part of our past, our present and our future.

Our Government's goal is to ensure that each of these special places is conserved.

We see a future in which these special places will further Canadians' appreciation, understanding and enjoyment of Canada, the economic well-being of communities, and the vitality of our society.

Our Government's vision is to build a culture of heritage conservation in Canada by offering Canadians exceptional opportunities to experience our natural and cultural heritage.

These values form the foundation of the new management plan for Hawthorne Cottage National Historic Site of Canada. I offer my appreciation to the many thoughtful Canadians who helped to develop this plan, particularly to our dedicated team from Parks Canada, and to all those local organizations and individuals who have demonstrated their good will, hard work, spirit of co-operation and extraordinary sense of stewardship.

In this same spirit of partnership and responsibility, I am pleased to approve the Hawthorne Cottage National Historic Site of Canada Management Plan.

A handwritten signature in black ink, appearing to read "John Baird".

John Baird
Minister of the Environment

Recommendations

Recommended by:



Alan Latourelle
Chief Executive Officer
Parks Canada



William (Bill) Brake
Field Unit Superintendent
Newfoundland East Field Unit, Parks Canada

Executive Summary

Located in Brigus, Newfoundland and Labrador, Hawthorne Cottage was designated a national historic site in 1978. The cottage is historically important because it was the Brigus home of Captain Robert Abram (Bob) Bartlett, captain on a number of Arctic expeditions. It is architecturally significant because, as a cottage in the Picturesque mode, it provides a good example of a gentleman's modest suburban residence in 1830s eastern British North America. In addition, the cottage's interior furnishings are of particular value. The cottage was acquired by Parks Canada and designated by the Federal Heritage Buildings Review Office as a Classified building in 1993. In 1994-95, through a partnership agreement with the Historic Sites Association of Newfoundland and Labrador (HSANL), it was refurbished and conserved. The HSANL operates the Site for the Newfoundland East Field Unit of the Parks Canada Agency.

Hawthorne Cottage National Historic Site of Canada (NHSC) is administered by Parks Canada as part of a system of national historic sites across Canada. Each national historic site within this system protects and presents an important part of Canada's history. Parks Canada raises the awareness and understanding of Canadians about our common heritage by offering opportunities to learn about and experience Hawthorne Cottage NHSC and other national historic sites across Canada.

This management plan is the first for the Site, and was developed with the involvement of the HSANL and in consultation with stakeholders and residents of Brigus. The plan articulates a fifteen-year vision for the Site that reflects community aspirations and helps define the Site's role in Brigus' future. The management plan provides strategic management direction for the next five years

that will be achieved within the sustainable operations of Parks Canada. The proposed management direction aims to ensure the commemorative integrity of Hawthorne Cottage NHSC, to provide for public education and outreach, and to offer opportunities for meaningful visitor experiences. The plan provides direction for Parks Canada's involvement in the Site and the Parks Canada – HSANL partnership. Future detailed planning, implementation and management will be guided broadly by this management plan.

Highlights of management plan priorities for Hawthorne Cottage NHSC over the next five years are:

Heritage Protection

Hawthorne Cottage was conserved and refurbished more than ten years ago. Although the Site has been monitored and well-maintained, some building elements may be nearing the end of their life cycle. The management plan provides direction to determine if major work is needed.

To achieve commemorative integrity, the long-term objective is to restore the Picturesque garden setting of Hawthorne Cottage which is a Level I cultural resource. An inventory and evaluation will precede the development of a *Cultural Landscape Development and Maintenance Plan*. Knowledge and expertise related to the Site's heritage garden will be shared with the community in support of stakeholder aspirations to develop the community's heritage garden tourism product.

Heritage Presentation and Public Education

The connections between the Historic Sites and Monuments Board of Canada (HSMBC) plaques that commemorate Captain Robert Abram Bartlett, the person, and Hawthorne Cottage NHSC that commemorates a place,

will be strengthened to better present the Site's messages, enhance the visitor experience and contribute to local objectives to develop the walking tour product of Brigus. Parks Canada will consult with the municipality and the HSNL to develop an interpretation plan for the Captain Robert Abram Bartlett HSMBC plaque site located on the Brigus waterfront for the 2009 celebrations. These celebrations, which are being organized by the HSNL, will mark the centenary of Captain Bob Bartlett's participation in Admiral Robert Edwin Peary's famous expedition to reach the North Pole.

Meaningful Visitor Experiences

An assessment of the visitor experience revealed gaps that need to be addressed to ensure that visitors have a high quality visitor experience. Some of the shortcomings are shared with other heritage attractions in the community. Parks Canada will work with the HSNL, the municipality and other heritage attractions to develop mutually beneficial solutions to visitor parking and signage. Visitor experience inside the cottage will be improved by enhancing the sense of "home," as suggested by stakeholders. These and other visitor experience improvements will be guided by an improved understanding of visitor needs and expectations. Research about visitation, visitor needs and expectations as well as target audiences for marketing and promotion will be undertaken in collaboration with others at local and regional levels.

Working with Others

This plan provides direction for strengthening the Parks Canada – HSNL partnership. Parks Canada's role is more clearly articulated: the Parks Canada, Newfoundland East Field Unit will provide strategic direction for the Site, assist in improving the visitor experience and represent the interests of the Site to municipal, regional and provincial agencies. Through community involvement and consultations in support of the development of this management plan, Parks Canada's role in the community has been better defined. Parks Canada will focus its community involvement activities in areas that are of mutual benefit to the Site and the community. Parks Canada will continue to engage Aboriginal peoples of Newfoundland and Labrador to explore heritage connections and their interest in the Site.

Environmental Stewardship

Reflecting the Government of Canada's priorities on the environment, Parks Canada will prepare a Field Unit-wide *Environmental Management System Action Plan*. Implementation of the plan will include an energy audit of Hawthorne Cottage and will be undertaken in consultation with the HSNL with appropriate expertise and guided by the Federal Heritage Buildings Review Office as required.

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1.0 Introduction

Located in Brigus, Newfoundland and Labrador, Hawthorne Cottage was designated a national historic site in 1978 because of its national historic and architectural significance. The cottage is historically important because it was the Brigus home of Captain Robert Abram (Bob) Bartlett, captain on a number of Arctic expeditions. It is architecturally significant because, as a cottage in the Picturesque mode, it provides a good example of a gentleman's modest suburban residence in 1830s eastern British North America. In addition, the cottage's interior furnishings are of particular value¹.

Consisting of the cottage, its furnishings and approximately 0.24 hectares of land, Hawthorne Cottage National Historic Site of Canada (NHSC) is situated in the centre of Brigus within a municipally designated Heritage District. Adjacent land uses are primarily residential. Visitor parking is located near the site at the United Church Hall. Open to the public from mid-May to Labour Day, the site annually receives an average of 5,300 visitors.

Parks Canada Agency has prepared this management plan as part of its legislative responsibility to ensure the commemorative integrity of the national historic site. This is the first management plan for Hawthorne Cottage NHSC, prepared in accordance with the Site's *Commemorative Integrity Statement*, which was approved in 2004. The management plan will provide strategic direction to the Site's operators, the Historic Sites Association of Newfoundland and Labrador (HSANL), and to Parks Canada managers to ensure the long-term protection and presentation of the Site's heritage values, to provide for public education, understanding and enjoyment, and to ensure that the historic site is representative of and relevant to Canadians. The management plan provides

guidance to managers in realizing Parks Canada Agency's key mandate areas: heritage protection, public education and meaningful visitor experience. As well, the management plan helps the site's operators and managers respond to operational needs and cooperative opportunities. Subsequent detailed planning, implementation and management will in turn be guided broadly by this management plan.

The HSANL has demonstrated an understanding of Parks Canada's *Cultural Resource Management Policy* through its operation of Hawthorne Cottage NHSC. HSANL has been successful in bringing the Site to life in many creative and effective ways.

This management plan was prepared in 2006 with the participation of the HSANL, individuals connected to the Bartlett family, the Brigus Town Council, stakeholders and the general public. The management plan was developed in keeping with *Parks Canada's Cultural Resource Management Policy* and *National Historic Sites Policy*, and with recognition given to the core heritage values of the Site as outlined in its Commemorative Integrity Statement.

1.1 HISTORICAL BACKGROUND

Hawthorne Cottage was constructed in 1830 for Brigus merchant John Leamon. Originally located in Cochranedale, the cottage was moved ten kilometres overland to Brigus during the winter of 1833-34. It is an example of the *cottage ornée* building type in the architectural tradition of the Picturesque, a philosophy that sought harmony of landscape design and architecture. As such, the cottage represented a radical departure from the formalism of classical architecture. In British North America, the Picturesque flourished on the outskirts of cities and towns, primarily in Upper and Lower Canada. Underscoring the link between the building and its landscape,

1. The furnishings are valued because of their association with Bob Bartlett and their reflection of Newfoundland's outport upper class.

Hawthorne Cottage actually derives its name from the hawthorn trees that adorn the property.

Its initial square shape, veranda, pyramidal hipped roof, central hall plan, central chimney and elaborate grounds, all place Hawthorne Cottage firmly in the Picturesque tradition. However, the original configuration has been altered through the addition of a two-story, flat-roofed rear addition. This feature is a hallmark of Newfoundland vernacular architecture, and makes Hawthorne Cottage a hybrid of European and Newfoundland styles. None of the cottage's outbuildings remain, and over-mature and dying vegetation was removed during rehabilitation of the grounds. Nevertheless, some of the original vegetation remains on the property, notably adjacent to Irishtown Road and the Hearn property.

In addition to its architectural significance, Hawthorne Cottage derives importance as the boyhood home of Arctic navigator and explorer Captain Robert Abram Bartlett (1875-1946), commemorated as a person of national historic significance in 1969. Bob Bartlett was the son of Captain William J. Bartlett and Mary Jemima (Leamon) Bartlett, granddaughter of the cottage's original owner. William J. managed the family fishing station at Turnavik, Labrador and was a leading Newfoundland sealing captain. Several of his brothers commanded ships for American Arctic explorer Robert Edwin Peary in his attempts to become the first non-Aboriginal person to reach the North Pole.

In 1898, at the invitation of his uncle John Bartlett, Bob Bartlett sailed north as first mate on Peary's flagship the *Windward*. The expedition, which lasted until 1902, whetted Captain Bob's appetite for Arctic adventure and brought him to Peary's attention. In 1905, when Peary asked Captain Bob Bartlett to command the *Roosevelt* on a new expedition in search of the pole, Bob gladly accepted. Peary failed to reach the pole in 1906 but called on Bob to command the *Roosevelt* during his next expedition of 1908-09. In the early months of 1909, Bob Bartlett laid out a trail and established supply caches on the ice cap off northern Ellesmere Island, making it possible for Peary to make his famous "dash"

to the pole, which he is thought to have reached on April 7th or 8th of that year.

Bartlett's association with Peary prompted the Canadian government to hire him in 1913 to command the *Karluk* on a major scientific expedition to the western Arctic. After the *Karluk* was crushed by the ice near Wrangel Island, the survivors set up camp on the ice, and Bartlett and an Inuit companion embarked on an arduous 1280-km trek across the ice and down the west coast of Siberia to report the wreck and organize a rescue. Although eleven people perished before help arrived, historian Thomas Appleton called Bartlett's performance "the finest feat of leadership in Canadian marine history."

Between 1926 and 1940, Bartlett undertook sixteen Arctic voyages aboard the converted fishing schooner *Effie M. Morrissey* on behalf of a variety of American museums, zoos, universities, and scientific organizations. Although Bartlett had taken up residence in New York around 1913, he and the *Morrissey's* crew, which included Brigus men and his own nephews, would put into Brigus on the way to and from the Arctic. These visits were social highlights in the community. During the Second World War, the United States Navy commandeered the services of Bartlett and the *Morrissey* for hydrographic and supply work in Hudson Bay and Greenland. Bartlett died in New York on April 28th 1946 and was brought home to Brigus to be buried.

After Bob Bartlett's death, ownership of Hawthorne Cottage passed to his sisters Emma and Eleanor. When Eleanor died in 1973, Hawthorne Cottage became the property of Bob's nephew, Newfoundland Supreme Court Justice Rupert W. Bartlett, who donated the building to the Canadian people in 1987. The Site was designated a national historic site in 1978, and in 1993 was evaluated as a "Classified" heritage building by the Federal Heritage Buildings Review Office (FHBRO). In 1994, the HSNL raised funds towards the conservation and refurbishment of Hawthorne Cottage, its artifacts and grounds. Opened officially on June 27th 1995, the Site has been operated since that time by the HSNL, guided by a 21-year lease agreement with Parks Canada.

1.2 THE SYSTEM OF NATIONAL HISTORIC SITES

Hawthorne Cottage NHSC is part of a broad-ranging program of commemoration, including places, persons and events of national historic significance. These heritage commemorations are derived from recommendations of the Historic Sites and Monuments Board of Canada (HSMBC), an arms-length expert advisory board to the Minister responsible for Parks Canada. Of the more than 900 national historic sites nation-wide that form the system of national historic sites, Parks Canada administers over 150 and has contributed to many more through cost-sharing agreements. The remainder constitute the “Family of National Historic Sites”, owned and cared for by federal, provincial and municipal governments, by businesses, and by private citizens.

Each national historic site is recognized for its significant contribution to Canadian history. Collectively, national historic sites exemplify thousands of years of human history and a rich variety of themes spanning political, economic, intellectual, cultural and social life. National historic sites capture the spiritual and physical remains of our shared past, serving as powerful symbols of our identity, an inheritance for all Canadians recognized under an act of Parliament.

Along with sites such as Bellevue House NHSC (Ontario), Hawthorne Cottage NHSC commemorates expressions of Canada’s residential architecture and their associations with persons of national historic significance. Together with Ardgowan NHSC (PEI), Hawthorne Cottage NHSC commemorates Picturesque cottage architecture and their associated cultural landscapes. The Site is also associated with the HSMBC plaque located on the waterfront in Brigus that commemorates the national historic significance of Captain Robert Abram (“Bob”) Bartlett. National historic sites are a significant, irreplaceable legacy. By ensuring their commemorative integrity, their continued presence for the benefit and enjoyment of future generations of Canadians is assured.

1.3 LEGISLATIVE AND POLICY BASIS FOR MANAGEMENT PLANNING

A common legislative and policy context influences the management of all national historic sites owned and/or administered by Parks Canada, and management plans for national historic sites must accord with this context.

- The *Parks Canada Agency Act* (1998) confers on Parks Canada the responsibility to ensure the commemorative integrity of national historic sites. In accordance with this Act, a management plan is prepared for national historic sites owned and/or administered by Parks Canada, and is reviewed every five years.
- *Parks Canada’s Guiding Principles and Operational Policies* (1994) includes both the *National Historic Sites Policy* and *Cultural Resource Management Policy*, which are pertinent to national historic sites. Where this management plan is silent on an issue, these policies will provide direction.
- The *National Historic Sites Policy* outlines the objectives of a national program of historical commemoration, provides guidelines for the evaluation of the program including the concept of commemorative integrity, and outlines the roles and responsibilities for the recognition, designation and commemoration of places, persons and events of national significance.
- The *Cultural Resource Management Policy* outlines the five principles that should guide cultural resource management: value, public benefit, understanding, respect and integrity. As well, this policy describes the elements of cultural resource management practice, including inventory, evaluation, and reflection of historic values in actions, monitoring and reviews.
- The *Parks Canada Guide to Management Planning* (2000) identifies the certification requirements for a national historic site management plan, roles and responsibilities during the management planning process, as well as requirements for public consultation.

2.0 Commemorative Integrity

2.1 PARKS CANADA'S COMMITMENT TO COMMEMORATIVE INTEGRITY

Parks Canada is responsible for ensuring the commemorative integrity of Hawthorne Cottage NHSC. Commemorative integrity describes the health or wholeness of a national historic site. A national historic site possesses commemorative integrity when:

- the resources directly related to the reasons for the site's designation as a national historic site are not impaired or under threat;
- the reasons for the site's national historic significance are effectively communicated to the public; and
- the site's heritage values (including those not related to national significance) are respected by all whose decisions or actions affect the site.

2.2 COMMEMORATIVE INTEGRITY STATEMENT: SPECIFYING VALUES OF THE SITE

Parks Canada prepares a Commemorative Integrity Statement for each national historic site that it administers. This is an elaboration of what is meant by commemorative integrity for a particular national historic site. A Commemorative Integrity Statement identifies what is commemorated at the national historic site and why, the designated place (or that area that is designated as of national historic significance), which cultural resources are directly related to the reasons for the national historic site's designation (known as Level I resources), their value and objectives for their protection. As well, the Commemorative Integrity Statement identifies the messages of national significance and objectives for their effective communication, and other heritage values, cultural resources (known as Level II resources) and other messages associated with the site.

Parks Canada prepared a Commemorative Integrity Statement for Hawthorne Cottage NHSC in 2004.

A. Statement of Commemorative Intent

Commemorative Intent focuses our understanding of what is being commemorated at Hawthorne Cottage NHSC. It is a statement of what is nationally significant about the site. It refers specifically to the reasons for this site's national significance, as determined by the minister-approved recommendations of the HSMBC. The reasons for national significance, as identified in the 1978 Board minute and derived from the 1981 plaque inscription, are:

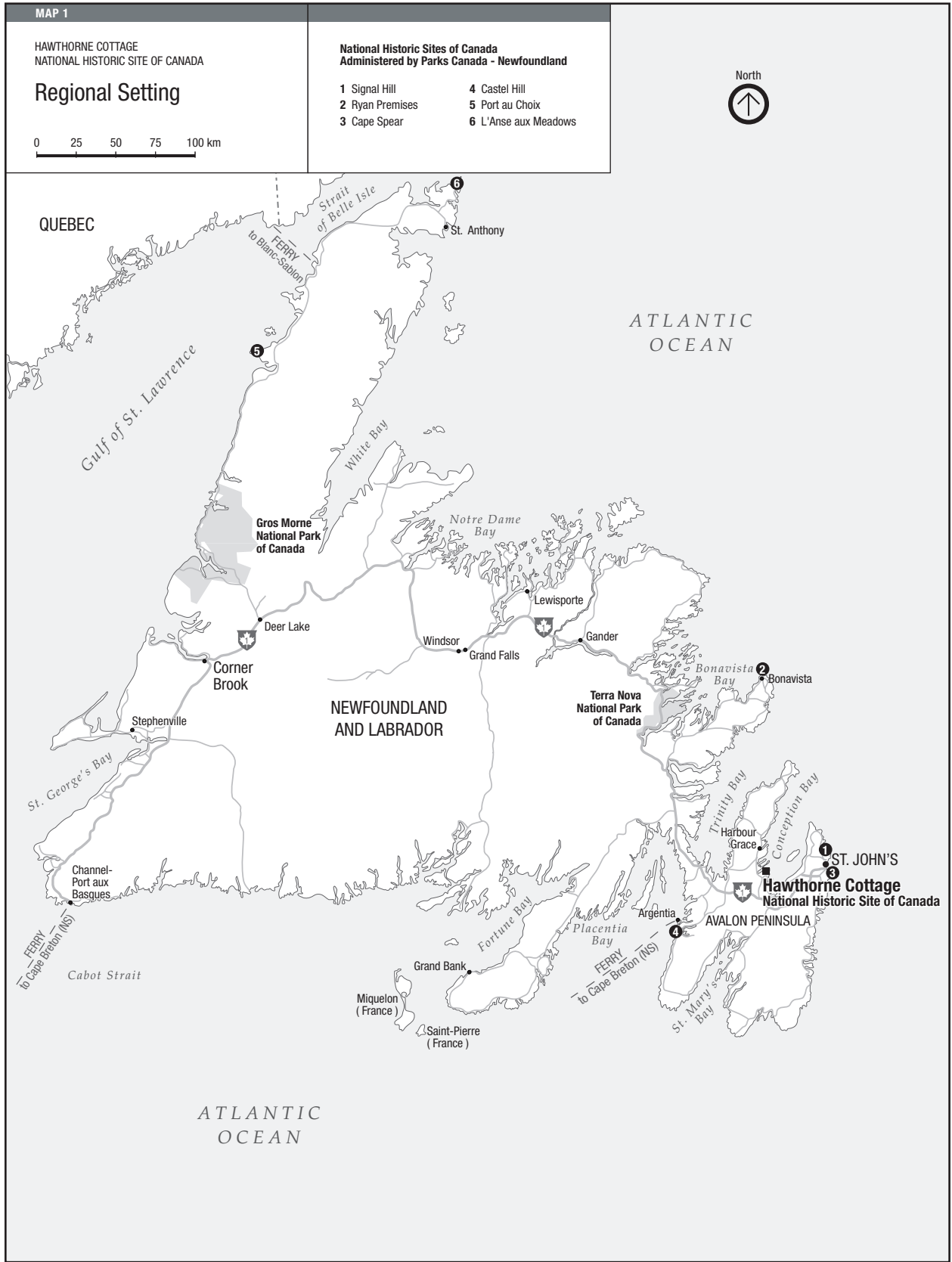
- This cottage in the Picturesque mode provides a good example of a gentleman's modest suburban residence in 1830s eastern British North America.
- It was the Brigus home of Captain Bob Bartlett, captain on a number of Arctic expeditions.
- The interior furnishings are of particular value.

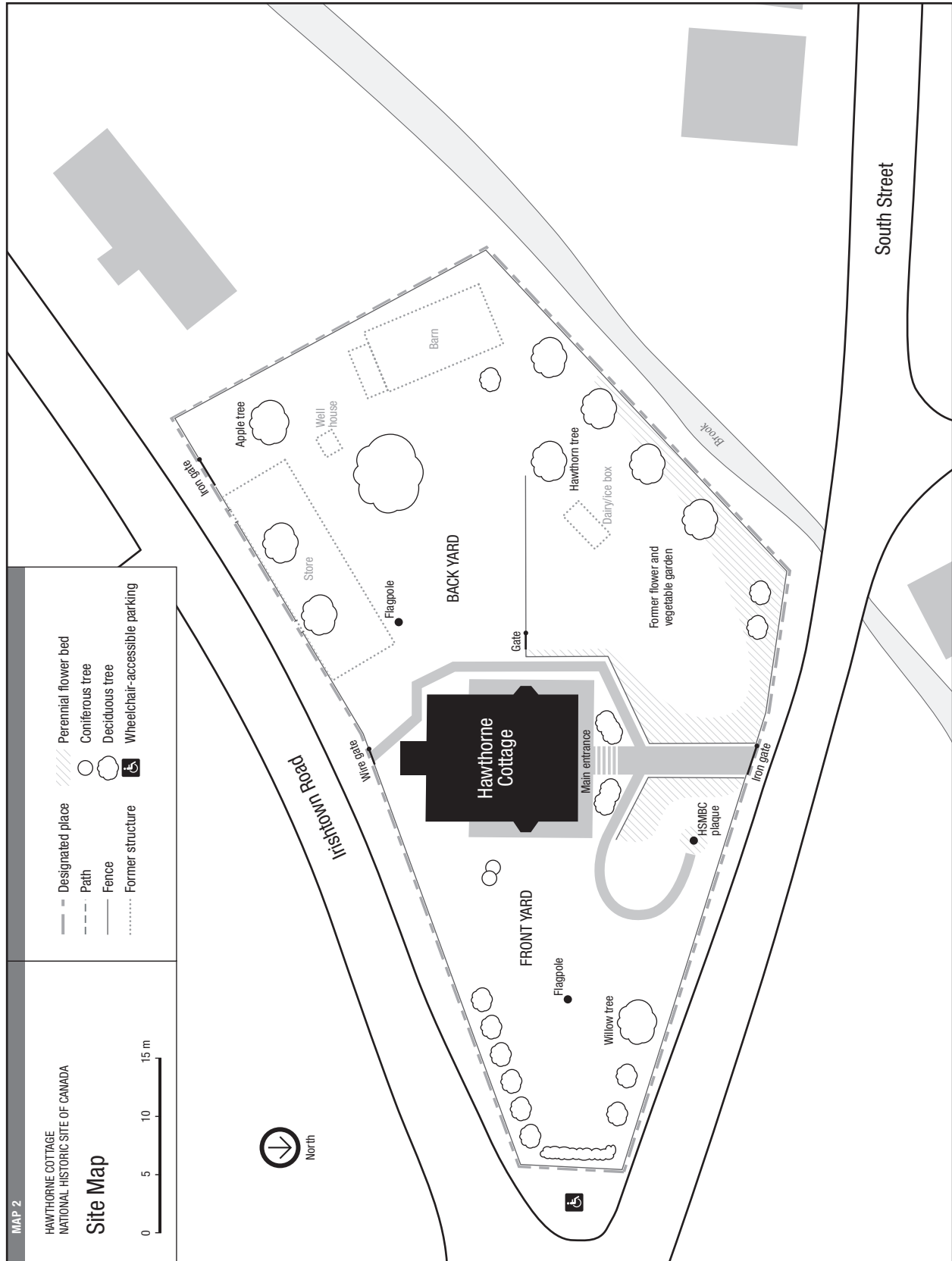
B. Level I Cultural Resources

Ensuring the commemorative integrity of a national historic site requires that *in situ* cultural resources and historic objects that symbolize or represent the site's importance are not impaired or under threat. Cultural resources that have heritage value may be either Level I or Level II. Level I cultural resources relate directly to the national historic significance of the site and are described below. Level II cultural resources have heritage value, but are not directly related to the Site's national historic significance.

Designated Place

The designated place refers to the place designated as being of national historic significance. For Hawthorne Cottage NHSC,





the designated place is the boundary of the property at the time of the designation, as shown in MAP 2: Site Map. The designated place of Hawthorne Cottage NHSC is valued for a variety of reasons, including that, as a cottage in the Picturesque mode, it is a good example of a gentleman's modest suburban residence in 1830s eastern British North America; it was the Brigus home of Captain Bob Bartlett, captain on a number of Arctic expeditions; the interior furnishings are of particular value and the landscape is inseparable from the cottage itself, since many of the landscape features accentuate the cottage's ornate architecture (for example, the restored iron entrance gate complements the veranda's fretwork).

Landscapes and Landscape Features

At Hawthorne Cottage NHSC significant elements of the original cultural landscape have survived and include some of the original pattern of vegetation. The original pattern of vegetation and the garden layout are valued because they played an integral role in the Picturesque architectural tradition and they are testament to the fact that the cottage's landscape was a workable site.

Archaeological Sites

Archaeological sites within the designated place that are directly related to the reasons for designation include archaeological remains of a well house, barn, chicken run, dairy/ice house, and privies. The archaeological remains are valued because the garden setting is integral to the Picturesque architectural tradition and the remains speak to the self-contained nature of what once was a workable site.

Objects Directly Related to the Reasons for Designation

Hawthorne Cottage NHSC contains many of the furnishings from the time of its designation. The artifact collection consists of over 3000 items, including furniture, books, textiles, domestic items, memorabilia and other miscellaneous items. The interior furnishings and objects of Hawthorne Cottage NHSC are valued because they are associated with Captain Bob Bartlett, reflect his accomplishments, and they speak to the lifestyle of the Newfoundland outpost upper class.

C. Messages

The second element of commemorative integrity is to ensure that the national historic significance of the site is effectively communicated by way of clear messages. Other messages have been identified that are associated with the site's other heritage values, but are not related to the reasons for designation (see below).

Messages of National Significance

The messages of national significance for Hawthorne Cottage NHSC are:

1. *Hawthorne Cottage is a good example of a gentleman's modest suburban residence in the Picturesque tradition in 1830s eastern British North America.*

Middle-class British immigrants to Canada during the early nineteenth century brought with them contemporary tastes in domestic architecture, in particular a preference for the Picturesque, an architectural movement that was a reaction to the formalism of classical architecture. Emphasizing harmony with the surrounding landscape, including associated outbuildings, Hawthorne Cottage is reminiscent of many suburban or rural residences erected in Upper Canada during the 1810s and 1820s, but it is rare in the Newfoundland context.

2. *Hawthorne Cottage was the Brigus home of Captain Bob Bartlett, captain on a number of Arctic expeditions.*

Captain Robert Abram ("Bob") Bartlett derives most of his fame from his association with American Arctic explorer Admiral Robert Edwin Peary, whose obsessive quest to reach the North Pole culminated with purported success in 1909, an effort in which Bartlett played a pivotal role. Bartlett maintained contact with the Arctic region up to the time of his death, mostly in service to a variety of American zoos, museums, and universities. The "Arctic" Room in Hawthorne Cottage contains a number of photographs and mementoes that speak directly to Bartlett's career and accomplishments.

3. *The interior furnishings of Hawthorne Cottage are of particular value.*

The interior furnishings reflect the social status of Captain Bob Bartlett. Bartlett belonged to the outport upper class that was a distinguishing feature of nineteenth- and early-twentieth-century Newfoundland society. The erosion of the outport upper class as a result of the concentration of sealing and the fisheries in St. John's forms one of the most important themes of Newfoundland's social and economic history.

D. Respecting Other Heritage Values

The goal of the third element of commemorative integrity is to ensure that the other heritage values of Hawthorne Cottage NHSC are respected. This means that Level II cultural resources are protected in accordance with Parks Canada's *Cultural Resource Management Policy* and that other heritage values of the site that are not directly related to its national historic significance are communicated.

Level II cultural resources at Hawthorne Cottage NHSC are the archaeological remains of the retail store, and the HSMBC plaque. They possess value because they are important to local history and contribute to a fuller understanding of the lifestyles of all the cottage's inhabitants.

Messages Not Related to the Reasons for Designation as a National Historic Site

The other heritage messages for Hawthorne Cottage NHSC include the following:

- Hawthorne Cottage NHSC is a symbol of the prosperity of outport Newfoundland during most of the nineteenth and early twentieth centuries.
- Captain Bob Bartlett's ancestors and siblings were part of a remarkable family and are important in their own right. Hawthorne Cottage NHSC and Captain Bob Bartlett play an important role in the identity of the community of Brigus.
- Hawthorne Cottage NHSC is part of the family of Canada's national historic sites.
- Hawthorne Cottage NHSC is thematically associated with Ardgowan NHSC in Charlottetown, Prince Edward Island.

- Hawthorne Cottage NHSC is thematically associated with the HSMBC plaque in Brigus, Newfoundland, which commemorates Captain Robert Abram ("Bob") Bartlett as a person of national historic significance.
- Hawthorne Cottage NHSC is thematically associated with the local museum known as Ye Olde Stone Barn, which is operated by the Brigus Historical Society, and the "Tunnel" an historic attraction in Brigus connected to the Bartlett family.
- Hawthorne Cottage is a "Classified" Federal Heritage Building; it is designated a provincial heritage site (1987), and is located within the boundaries of the Brigus Historic District under the town's municipal plan.

2.3 A FOUNDATION FOR MANAGEMENT PLANNING

The Commemorative Integrity Statement for Hawthorne Cottage NHSC describes the core values of the Site as well as the conditions required to avoid impairment of those values. These elements provide benchmarks for planning, managing, reporting and taking remedial action at the national historic site, and serve as the foundation for strategic management direction. While the Commemorative Integrity Statement for the national historic site outlines objectives to ensure the protection, knowledge and understanding of, and respect for the designated place and cultural resources, the Commemorative Integrity Statement does not prescribe particular management actions.

This management plan outlines management direction that protects and presents the values described in the Commemorative Integrity Statement for Hawthorne Cottage NHSC, ensuring that the cultural resources are not impaired or threatened and that messages about the Site's national historic significance are conveyed. The management plan also provides guidance for providing opportunities for visitor experiences, education and enjoyment of the Site compatible with commemorative integrity.

3.0 Vision

In the future, the commemorative integrity of Hawthorne Cottage NHSC will be ensured. The Site will be an integral part of the rich heritage tourism offer in a community that embraces its heritage values and celebrates the accomplishments of one of its sons – Captain Robert A. Bartlett. It will stand as the jewel in the crown of an historic town that is actively engaged in celebrating its rich historic architecture and cultural landscape.

Cultural resources related to the reasons for national significance and other heritage values will be protected and presented in accordance with Parks Canada's *Cultural Resource Management Policy*. Understanding, evaluation, respect for historic value and monitoring will inform all actions that affect the Site's cultural resources.

Through a positive and productive partnership with the HSNL, a vibrant and comprehensive public education program will communicate the reasons for the national historic significance of Hawthorne Cottage and its other values to visitors and other audiences. A variety of media, visitor activities and events will engage diverse audiences in ways that are entertaining, educational and relevant. The sense of "home" to Captain Bob Bartlett will be conveyed effectively by bringing the cottage to life, resulting in

meaningful visitor experiences. Young people will understand and appreciate the Site and its history and educators will see the Site and its outreach programs as valuable learning resources. Academics, students and local residents will be involved in understanding and restoring the Site's garden setting. The historical connections to Aboriginal peoples that resulted from Captain Bartlett's explorations of the Canadian north will be communicated appropriately.

Visitors will find opportunities for interactive, meaningful experiences at Hawthorne Cottage NHSC that will be integrated with other heritage attractions in the town. An increase in visitation will result from working with tourism stakeholders to research potential markets and the needs and expectations of potential visitors. Programs will be developed in concert with other heritage tourism attractions that meet visitor's needs and that creatively attract, encourage and accommodate visitors. Effective destination marketing integrated with other attractions will contribute to improvements to heritage tourism in the region. Improved wayfinding to Hawthorne Cottage NHSC will result in higher levels of visitor satisfaction and increases in visitation.

4.0 Strategic Objectives and Management Direction

Parks Canada is responsible for ensuring the commemorative integrity of Hawthorne Cottage NHSC. Ensuring commemorative integrity entails protecting the Site's cultural resources and effectively communicating key messages. Offering meaningful opportunities for visitors to come to Hawthorne Cottage NHSC experience the Site and its resources and learn about the Site's national historic significance builds public understanding, appreciation and support.

To assess progress in ensuring commemorative integrity at Hawthorne Cottage NHSC, a commemorative integrity evaluation was undertaken in the fall of 2005. This evaluation comprehensively reviewed the condition of cultural resources, the effectiveness of communicating the Site's messages and the effectiveness of management practices at the Site. This evaluation has informed the management direction found in this plan. (See APPENDIX B for a summary of the commemorative integrity evaluation for Hawthorne Cottage NHSC).

4.1 HERITAGE PROTECTION

Heritage protection at a national historic site involves ensuring that all of a site's cultural resources and their associated values are respected and managed in accordance with Parks Canada's *Cultural Resource Management Policy* and its principles of value, public benefit, understanding, respect and integrity. Where this management plan does not address an issue, the *Cultural Resource Management Policy* will guide decisions related to the protection, maintenance, appreciation and use of cultural resources. Overall, as a result of the above noted evaluation, the cultural resources at the Site were found to be in "good" condition.

Buildings and Structures

The Federal Heritage Buildings Review Office (FHBR) has designated Hawthorne Cottage as a "Classified" building in 1993. The defining heritage character features were conserved during the Site's conservation and refurbishment in 1994-95. The commemorative integrity evaluation of the Site indicated that overall, Hawthorne Cottage is now in "good" condition having been well maintained by the HSNL and Parks Canada over the past ten years.

The Site's operators in accordance with the 21-year lease agreement for the Site have carried out proper conservation and maintenance procedures. A cultural resource *Conservation Maintenance Plan* that was prepared for the Site by a Public Works and Government Services Canada (PWGSC) Conservation Architect provides guidance. The *Conservation Maintenance Plan* is premised on an ongoing program of inspection, monitoring and maintenance to identify and address problems early. Conservation, maintenance and housekeeping of the building and artifacts as well as emergency procedures and maintenance of the sprinkler system are addressed by the plan. Long-term needs related to the life cycle of various building elements and the appropriate time for their conservation, repair or renewal is also identified. Provision is made for discussion of these and other operational and maintenance requirements in the *Parks Canada – Historic Sites Association of Newfoundland and Labrador Lease Agreement*.

The commemorative integrity evaluation revealed moderate threats to the Cottage due to natural processes associated with water occasionally infiltrating the roof and basement. As well, the building has been subject to occasional infestation by mice and moths. These issues have been dealt with effectively

through normal operational and management processes in accordance with the *Conservation Maintenance Plan*, resulting in limited impacts on the Site's resources.

More than ten years have passed since Hawthorne Cottage was refurbished. Building elements such as the roof surfaces, foundation and chimney may need repair or replacement. Some elements may be nearing the end of their life cycle if they have been exposed to greater than normal wear and tear. This management plan outlines key directions that will result in a strengthening of the Parks Canada – HSNL partnership and will ensure even more positive and effective working relationships in the care and maintenance of building elements to ensure timely and appropriate interventions in accordance with Parks Canada's *Standards and Guidelines for the Conservation of Historic Places in Canada*.

Landscapes and Landscape Features

The Picturesque garden setting of the cottage consists of the physical features of the landscape such as the informal layout of the landscape, the combination of open lawn and plantings, the variety of plantings, the variety of functions (ornamental and functional) within the space, the relationship with the house and with the surrounding neighbourhood, and the original garden features, such as the surrounding fence.

At the time that the Site was designated, the patterns/layout of the landscape and the variety of functions within the grounds were still legible. The restoration of these features during Site refurbishment contributed to the rehabilitated garden and grounds. A *Grounds Maintenance Manual* was prepared for the Site; the direction provided by this document forms part of the *Parks Canada- Historic Sites Association of Newfoundland and Labrador Lease Agreement*. The historic values of the Site's landscape were not fully understood at the time of the Site's refurbishment; accordingly, the *Grounds Maintenance Manual* does not reflect values articulated in the Site's Commemorative Integrity Statement, which was written at a later date. However, the manual provides clear guidance on a number of aspects of site maintenance, such as planting and maintenance of vegetation, landscape

surfaces and other site furnishings and woodwork, as well as direction for daily, seasonal, annual and multi-year maintenance and re-planting. The manual also provides direction for quality standards, general workmanship and acceptable use of pesticides for Parks Canada property. Landscape architecture specialists are consulted on a regular basis. The Site's landscape has been maintained by the HSNL, who are fostering the involvement of a small cadre of volunteer gardeners to facilitate ongoing community involvement.

At Hawthorne Cottage NHSC, the landscape is inseparable from the building. Many of the landscape features play an integral role in the Picturesque architectural tradition, such as the iron entrance gate that complements the fretwork on the veranda of the Cottage. The landscape features are also a testament to the self-sufficiency of the Bartlett family and the fact that the cottage was surrounded by a working landscape.

To ensure commemorative integrity at the Site, the long-term objective is to restore the garden to the period when the Bartlett family occupied Hawthorne Cottage. This will support strategic directions identified by stakeholders for developing the town's gardens for heritage walking tours. Restoring the Site's cultural landscape requires that the variety of plantings and their functions (ornamental and functional) be reinstated. However, not all of the Site's landscape features have been inventoried or evaluated and some original features no longer exist. Current maintenance practices, specifically the introduction of species and new varieties of vegetation, may undermine the landscape's commemorative integrity. Research to determine what existed historically or had a high probability of being present will be required to restore the garden. Based on this research, a landscape plan should be developed for implementation in future years.

Archaeological Sites

The garden setting of Hawthorne Cottage NHSC contains archaeological remains of a well house, barn, chicken run, dairy/ice house, privies and drainage lines. An archaeological survey completed prior to the refurbishment and conservation of the Site

confirmed the location of most of the Site's features; they are generally in stable condition. The commemorative integrity evaluation noted that the remains of the well house are in "poor" condition, the remains of the drainage system are in "fair" condition, and the remains of the flagpole are in uncertain condition. The survey also determined that trees with invasive root systems, such as maples, are impacting the barn area and should not be further introduced to the Site. Site staff monitor the archaeological features on an informal basis, but the features should be included in a regular program of monitoring and maintenance.

Historic Objects

Artifacts: Artifacts associated with the Site are divided between the curatorial collection that is mostly on display at Hawthorne Cottage NHSC and the archaeological collection located at Parks Canada's Atlantic Service Centre in Halifax. The curatorial collection consists of furnishings, books, textiles, domestic items, memorabilia and other miscellaneous items, most of which were present at the Site at the time it was designated a national historic site. Artifacts belonging to this collection, but not on-site, include: original blinds, metal items removed from the basement to dry in off-site storage, and some furnishings moved to accommodate temporary exhibit space. The commemorative integrity evaluation revealed that over 90% of the objects in the curatorial collection are in "good" condition. The curatorial collection is monitored and maintained throughout the operating season by the HSNL guided by the Site's *Conservation Maintenance Plan*, augmented by monitoring by the Field Unit's Collections Manager. Archaeological artifacts have been cleaned and inventoried. The electronic inventory was originally in a format incompatible with the Parks Canada CMS and was not available for the Commemorative Integrity Evaluation. It has since been converted and is now accessible. Overall the condition of the archaeological collection is stable and in "good" condition.

Historic Sites and Monuments Board of Canada Plaque:

The HSMBC plaque associated with the Site is situated in a prominent location in the front yard of the Site. Site staff monitor it on an informal basis. Recently the plaque was repaired and overhanging vegetation was removed as recommended following the commemorative integrity evaluation. While the plaque is now stable and in "good" condition, a regular monitoring program should be established in the future.

Goal:

To ensure the commemorative integrity of Hawthorne Cottage NHSC through ensuring the protection of valued cultural resources at the Site and application of the *Cultural Resource Management Policy*.

Actions:

- Parks Canada will work with conservation architects and the HSNL to identify long term maintenance and repair of elements that are currently not included in the *Conservation Maintenance Plan*.
- Parks Canada will inventory and evaluate the cultural landscape of Hawthorne Cottage NHSC using appropriate expertise such as archaeology, history and landscape architecture.
- Parks Canada will develop a *Cultural Landscape Development and Maintenance Plan* to restore the heritage character of the landscape in relation to the Picturesque architecture, which should include thematic linkages to Ardgowan NHSC.
- Parks Canada and the HSNL will share information and expertise gathered during the course of restoring the Site's cultural landscape with adjacent landowners, stakeholders and the community at large.
- Parks Canada will undertake an archaeological inspection/survey to determine if mitigation is required in the barn area.
- Parks Canada will include inspection/monitoring of archaeological sites and the Site's HSMBC plaque in its annual programs of monitoring and inspection for national historic sites within the Newfoundland East Field Unit.

- In the long-term, Parks Canada will update the *Conservation Maintenance Plan* to incorporate monitoring of appropriate resources not included in the current plan.

4.2 PUBLIC EDUCATION AND OUTREACH

Public education is crucial to ensuring the Site's commemorative integrity. Protection and presentation are fundamental to commemoration, since without protection there can be no historic site to be enjoyed, and without presentation there can be no understanding of why the site is important. Canadians have the opportunity to enjoy, appreciate and understand Canada's cultural heritage at national historic sites, through public education and other programs, facilities and services. Outreach programs and electronic media assist in providing these opportunities to other audiences and all Canadians.

Ensuring the commemorative integrity of Hawthorne Cottage NHSC requires effective communication of the reasons why the site is considered of national historic significance, the values associated with Level I cultural resources and its other heritage values.

4.2.1 On-site Heritage Presentation

At Hawthorne Cottage NHSC, the Site's operator, the HSNL, offers the on-site heritage presentation program. The program consists of knowledgeable guides stationed at the Site's entrance to greet visitors, introduce and interpret the Site's significance and provide information about the Site's offer and a self-guided tour brochure. The cottage contains period room settings, five audio listening posts and an annually changing exhibit. On the grounds of the Site, resources and programs include the garden, interpretation panels, and the HSMBC plaque; the self-guided tour brochure informs visitors about these features. As well, the "Live on the Lawn" program presents four dramatic monologues performed on the grounds of Hawthorne Cottage NHSC Wednesdays through Saturdays in July and August. These original theatrical presentations are commissioned by the HSNL with a playwright, and performed by the Baccalieu Players which are

composed of a group of local youth. Through these plays the HSNL supports and fosters theatrical arts in the community and also contributes to local understanding and pride in community heritage.

The commemorative integrity evaluation (2005) determined that the key messages about the Site's history and significance are generally well communicated. However, there are some challenges. The message of national historic significance related to "the value of the interior furnishings" is not well conveyed because a portion of the context message that supports it is not communicated¹ and because, although the furnishings did belong to the Bartlett family, they do not reflect a particular period of time which supports this theme. As well, due to the limited capacity of the Site and demands of existing programs and events it is difficult to effectively communicate the complexities of the message "concentration of sealing and fisheries in St. John's".

Hawthorne Cottage NHSC has close connections to the HSMBC plaque commemorating Captain Robert Abram Bartlett, located on municipal property on the Brigus waterfront; Parks Canada administers the sculpture that holds the plaque and the plot of land it stands on. Interpretation panels at the waterfront HSMBC plaque location could also communicate Bartlett's explorations, allowing for greater communication of context messages at the cottage. Linking these commemorations would accord with stakeholders' interest in offering a "Brigus Package", including a heritage walk that describes the Bartlett Story and would expand Parks Canada's presence in the community. Such links would enlarge the visitor's experience of both the site and the plaque feature. Opportunities should be explored to enhance the "outport upper class" experience by bringing more of the outport merchant life to the cottage, including opportunities for interactive personal programming or period events.

1. The message is: "The interior furnishings are important because they reflect the social status of Captain Bob Bartlett. Bartlett belonged to the outport upper class that was a distinguishing feature of nineteenth- and early-twentieth-century Newfoundland society. The erosion of the outport upper class as a result of the concentration of sealing and the fisheries in St. John's forms one of the most important themes of Newfoundland's social and economic history."

A link to the HSMBC Captain Robert Abram Bartlett Commemoration from the Web site for Hawthorne Cottage NHSC and that of the HSNL would help to consolidate the stories. The implementation of these projects could be carried out in conjunction with the celebrations being planned by the HSNL for the centenary of Captain Bob Bartlett's famous expedition to the North Pole.

The commemorative integrity evaluation also determined that the message describing Hawthorne Cottage's designation as a Federal Heritage Buildings Review Office (FHBR) "Classified" building and its designation by other agencies is not adequately imparted to visitors. The various designations bestowed on Hawthorne Cottage NHSC communicate the value placed on it nationally, provincially and locally. However, there are challenges to presenting this message in ways that meet visitors' needs and interests. Options include interpretive media, installing plaques at the Site or incorporating the message into the visitor's introduction to the Site. The option that best meets Parks Canada's policies and that would not overwhelm the Site's messages related to national historic significance is to incorporate information about these various designations into the introduction to the Site provided by HSNL staff.

Another message not adequately imparted to visitors is the connection between Hawthorne Cottage NHSC and Ardgowan NHSC in Charlottetown, Prince Edward Island. Ardgowan NHSC is also an example of a Picturesque rural cottage from the Victorian era. Understanding this connection leads to a better appreciation of the context of Hawthorne Cottage NHSC and of Canada's system of national historic sites. Restoration of the Site's cultural landscape as proposed in this plan provides a future opportunity to communicate more about the importance of the garden to the Picturesque style of architecture. The connection to Ardgowan NHSC can be strengthened further by adding a link to the Parks Canada Web site, which will be especially useful for those seeking information about the Picturesque style of architecture in Canada.

Goal:

To ensure the effective on-site communication of the national historic significance and other values associated with the Hawthorne Cottage NHSC.

Actions:

- Parks Canada will prepare, in consultation with the HSNL and the Town of Brigus, an interpretation plan for the Captain Robert Abram Bartlett HSMBC plaque site that includes cross-promotion of the plaque site and Hawthorne Cottage NHSC.
- Parks Canada will increase awareness of the thematic links between Hawthorne Cottage NHSC and Ardgowan NHSC (PEI) by adding a link to cross reference the two sites within the Parks Canada Web site.
- Parks Canada will work with others to further disseminate information pertaining to Hawthorne Cottage NHSC to key audiences of interest, including academic researchers and those with an interest in Captain Bob Bartlett.

4.2.2 Outreach and External Relations

Not all Canadians will have the opportunity to experience Hawthorne Cottage NHSC in person. Education and outreach activities are necessary to educate the public about the significance of Hawthorne Cottage NHSC: to build awareness, understanding and appreciation of the national system of protected heritage areas and to build support for heritage conservation. Key target audiences for outreach and external relations communications include: students and youth; academics and history buffs; the general public; and travellers planning a visit and those already in the province. Currently, outreach and external relations employs the following means to reach these audiences:

Web sites: Information contained in the Web sites of Parks Canada and the HSNL conveys information about Hawthorne Cottage NHSC to prospective Site visitors, and provide a brief history of the Site, an overview of activities and learning experiences as well as information about other area attractions and thematically connected national historic sites.

Annual Bartlett Lecture Series: Organized by the HSNL, this annual event commemorates Bob Bartlett's presentations on the American lecture circuit where he spoke about his Arctic voyages. The Bartlett lecture series has proved to be of considerable interest and explores a different aspect of northern exploration and/or connections to the Arctic each year.

Heritage Fairs: Each year the HSNL organizes eight regional Heritage Fairs across the province where information about Hawthorne Cottage NHSC is presented. This program is affiliated with the Historica Fairs Programme that celebrates Canadian history and culture through projects presented to the public across Canada by students in Grades 4 through 9.

Gift Shop Products: The HSNL develops and produces products related to the historic themes at Hawthorne Cottage including books, films and educational toys. These are available at the Hawthorne Cottage NHSC gift shop and other gift shops operated by the HSNL throughout the province.

Marketing Products: Parks Canada's promotional and marketing products carry messages related to the reasons for designation of the national historic sites it administers as well as photographs of the cottage's architecture and garden. Products include lure cards and vacation planners and are available at tourism outlets across the province and by calling the Parks Canada or the Government of Newfoundland and Labrador's toll free tourism information line. The HSNL has an array of marketing and promotional products that carry Site messages as well. They include a variety of brochures, newsletters and paid advertisements. Some are available at HSNL locations and at national historic sites in eastern Newfoundland, while others are distributed by direct mail or electronically through e-mail lists.

Parks Canada's Kiosks: Information about the Site can be accessed through kiosks at other national historic sites and national parks in the province.

Groups that are not reached by existing strategies and initiatives are researchers, post-secondary students, and American residents and organizations with ties to the Site and/or Captain Bob Bartlett, such as the Explorer's Club², the Schooner *Ernestina* Commission³ and the Peary-MacMillan Arctic Museum and Arctic Studies Centre⁴. More could be done to engage these groups in outreach and external relations efforts in the future.

Goal:

To ensure the effective communication of the national historic significance and other values associated with the Hawthorne Cottage NHSC to non-visiting audiences

Actions:

- Parks Canada will work with the HSNL and others to further disseminate information pertaining to Hawthorne Cottage NHSC to key audiences of interest, including academic researchers and those with an interest in Captain Bob Bartlett.
- Parks Canada will improve the Parks Canada – Hawthorne Cottage NHSC Web site to more effectively convey information, improve links to and from other related Web sites and to provide information to other audiences.

4.3 MEANINGFUL VISITOR EXPERIENCES

4.3.1 The Current Visitor Experience Offer

Visitor experience is the cumulative outcome of an individual's visit and interaction with the Site. The experience encompasses many aspects such as planning to visit; arrival; welcome; participation in events and programs; departure and souvenirs. Once at the Site visitors find a logical route to experience

2. The Explorers Club is an international multidisciplinary professional society dedicated to the advancement of field research and exploration ideals. With its headquarters in New York, it has served as a meeting point for explorers and scientists worldwide since it was founded in 1904

3. The Schooner *Ernestina* was formerly the *Effie M. Morrissey*, Bartlett's arctic expeditionary vessel. The Schooner *Ernestina* Commission is an agency of the Commonwealth of Massachusetts that operates the restored schooner for educational, cultural and experiential programs.

4. The Peary-MacMillan Arctic Museum is located at Bowdoin College, Brunswick, Maine, USA.

the Cottage and grounds, opportunities for interaction with Site staff, access to the tangible extant resources of the Site, and encounters with living history players who bring Bob Bartlett's stories to life. Visitors may find souvenirs of their visit in the Site's gift shop, including books such as *The Log of Bob Bartlett* by Captain Robert A. Bartlett and products such as reproductions of Bartlett family china.

Off-site activities and events enhance the experiences of visitors who choose to discover the charm and appeal of Brigus, Captain Bartlett's hometown. Attractions beyond the Site include: the HSNL's annual Bartlett Lecture Series held in St. George's Heritage Church; the waterfront HSMBC plaque and sail sculpture commemorating Captain Bob Bartlett; Ye Olde Stone Barn Museum which contains artifacts and archival material connected to the Bartlett family and Arctic exploration; and the historic "Tunnel".⁵

Some weaknesses that detract from the visitor's enjoyable visit include poor signage, confusing parking, and a need to render the experience of Hawthorne Cottage as less staged.

In 2006, the effectiveness of signage to this and other Parks Canada sites in eastern Newfoundland was assessed. Recommended improvements at Hawthorne Cottage NHSC included upgrades to existing corporate signs to meet current guidelines, posting hours of operation, season and events schedule, and the installation of new directional signs particularly at highway turn-offs to help visitors find the Site. Provincial tourism studies concur with this, identifying that improved signage is needed in the Cupids/Brigus/Upper Island Cove area. Parks Canada must be strategic in implementing the plan, and seek opportunities for collaboration.

The location of the parking area behind the United Church Hall down the road from the Site is confusing to many visitors. Parking along the roadway has become a problem especially during "Live on the Lawn" performances. However, the narrow lanes and roads of Brigus that are an integral part of the town's heritage character lead to congestion during other events as well. As with signage,

better orientation to parking will require cooperation with other parties.

Although the presentation offer inside Hawthorne Cottage NHSC is diverse, some stakeholders would like to have a fuller experience of the sense of what it was like to enter the Bartlett home. Stakeholders encouraged programming to bring the cottage to life, such as playing period music and displaying bouquets of reproductions of the garden's flowers.

4.3.2 Target Audiences for Site Messages and Visitor Experiences

The provision of meaningful visitor experiences requires an understanding of visitors and potential visitors to the Site. In general, Site operators and managers have a good sense of the target audiences for an on-site experience:

General Touring/Sightseeing: Consists primarily of out-of-province adults and family groups on vacation. This audience is drawn to Newfoundland and Labrador for its unique blend of coastal scenery and features such as whales, icebergs and seabirds together with its significant history and distinct culture⁶. Visiting Friends and Relatives (VFRs), a sub-group of the General Touring audience, will likely increase as family-related travel increases. Seniors and family groups are important audiences for the Site. Close proximity to St. John's, historic sites, traditional Newfoundland cultural landscape and townscape features, live performances, festivals and events attract these visitors to the Brigus area.

Education and Youth Groups: Includes local and regional students, educators and other youth groups. Local schools seek programs and activities linked to the provincial curriculum, and are taking advantage of a recently introduced school group program. This audience may seek pre- or post-trip information about Hawthorne Cottage NHSC on the Parks Canada Web site.

5. A man-made passageway through a rock outcrop to the water that provided a deep-water berth for the Bartlett sailing ships.

6. *A Special Place A Special People: The Future for Newfoundland and Labrador Tourism*, Economic Planning Group of Canada in association with D.W. Knight Associates, March 2004.

Commercial Tour Groups: Encompasses large and small groups arriving in Brigus by motor coach. Larger motor coach tour group operators package Brigus with Cupids and other historical communities in the area; however, due to constrained timeframes Hawthorne Cottage NHSC is rarely a stop on the tours. The HSNL collaborates with other Brigus attractions to package tours for this group; however, few take advantage of them. Small tour operators serve more specialized markets, providing services to St. John's conventions, conferences, reunions, cruise ships and to special interest groups. Brigus and Hawthorne Cottage are often visited on day excursions out of St. John's as part of pre/post conference or spouses programs. These visitors often attend scheduled performances and special events held at the Site and in the community. Increasingly, smaller special interest groups are attracted to Hawthorne Cottage NHSC and Brigus. To date special interests range from horticulture and vernacular architecture to traditional crafts and textiles. The HSNL provides personalized programming to groups on request.

Individuals with Special Interests: This audience, the majority of whom are from the St. John's area, includes individuals seeking a learning experience, a cultural experience or those who have an interest in genealogy. They attend special events and performances and are particularly attracted to the annual Bartlett Lecture Series offered by the HSNL.

Vacation Traveller: This group includes individuals seeking information about Hawthorne Cottage NHSC and Brigus for travel planning purposes. They are potential visitors and seek pre-trip information. This audience seeks information both on the Web site and through print and other media.

Stakeholders: Includes residents from the surrounding communities, the Conception Bay area and groups beyond the local area with interests in Hawthorne Cottage NHSC and/or Captain Bob Bartlett. As well, this group includes elected officials, representatives of government agencies and tourism associations, volunteers, interest groups,

people with connections to the Bartlett family, heritage groups, business partners and industry representatives. This audience seeks to know about the activities, special events and operation of the Site, and opportunities to be involved or to cooperate in Site activities.

The Canadian Public: Parks Canada has the responsibility to convey the key messages of Hawthorne Cottage NHSC to the broader Canadian public. Largely urban, and increasingly multicultural, this audience may find it difficult to visit, or to understand and appreciate the system of national historic sites in Canada and the importance of Hawthorne Cottage NHSC in particular. The primary means to reach this audience is through the HSNL and the Parks Canada Web sites.

4.3.3 Visitor Trends and Research

The average annual visitation for Hawthorne Cottage NHSC is estimated to be 5300⁷; however, little qualitative information is available about Site visitors. To date Hawthorne Cottage NHSC has not been part of the Parks Canada Visitor Information Program, a periodic survey of visitor satisfaction. Comment cards, the Site's guestbook and HSNL Web site guest book have been the principal means of gathering information about visitors and their experiences. The HSNL undertook a visitor satisfaction survey in 2006; however, the results of the survey are not available as of the writing of this management plan. Provincial market studies help to define general tourism trends and visitor needs for the province in general with specific recommendation for the Cupids/Brigus/Upper Island Cove area⁸. Highlights of recent market studies include:

- primary markets for the province are Ontario and other Atlantic provinces; this is supported by the Visitor Information Program at other national historic sites in Newfoundland and Labrador;
- Newfoundland residents are increasingly visiting local attractions. In fact 45% are overnight trips;

7. Based on site counts by Newfoundland and Labrador Historic Sites Association for the years 2003-2005 inclusive.

8. *A Special Place A Special People The Future for Newfoundland and Labrador Tourism*, Economic Planning Group of Canada in association with D.W. Knight Associates, March 2004

- baby boomers are retiring, and therefore have more leisure time. This audience is well educated and seeks quality and custom experiences;
- family related travel is increasing and includes an emerging trend of more than one generation travelling together;
- travel involving an emotional connection and family heritage is on the rise;
- travellers are seeking authenticity and respect for natural and cultural environments;
- group tour trends include: 10% annual growth in seniors travel; increasing use of soft adventure and cultural heritage tours incorporating dinner theatre, festivals and events; and smaller group sizes with more flexible itineraries.

Hawthorne Cottage NHSC is well positioned to respond to provincial tourism trends. What is now needed is a process to provide products and services that meet the needs and expectation of visitors and that can be used to effectively market and promote the Site, its events and activities. To do this, Parks Canada and the HSNL should make use of market research and conduct market studies with others at the local or regional level if possible. As well, Parks Canada should develop a Field Unit marketing research and marketing strategy that includes Hawthorne Cottage NHSC.

Goal:

To provide meaningful and engaging visitor experiences to all Site visitors based on a sound understanding of the Site’s target audiences, which encourage understanding of the Site and support for its protection.

Actions:

- Parks Canada will work closely with the HSNL to enhance the sense that Hawthorne Cottage NHSC is a “home.” Initiatives will be in accordance with the Parks Canada’s *Cultural Resource Management Policy* and guided by an understanding of visitor needs and expectations.
- Parks Canada will work with the HSNL, Town of Brigus and Government of

Newfoundland and Labrador to implement the recommendations of the Parks Canada, Newfoundland East Field Unit’s sign plan.

- Parks Canada will collaborate with the HSNL to work with the municipality, local attractions and stakeholders to develop and implement mutually beneficial solutions to visitor parking.
- Parks Canada will collaborate with the HSNL to make use of research on visitor use patterns, visitor needs and expectations and to increase understanding of target audiences for marketing and promotion.
- Parks Canada will collaborate with the HSNL to facilitate periodic visitor satisfaction surveys to assess the effectiveness of programs and visitor satisfaction at the Site.
- Parks Canada will collaborate with the HSNL to explore partnerships with others for packaging, cross promotion and product development that supports strategic directions shared with the community.

4.4 WORKING WITH OTHERS

4.4.1 Operating Partnership

The HSNL is a volunteer, charitable, non-profit organization with a mandate to protect, preserve and promote the province’s history and heritage. This organization is one of Parks Canada’s major partners in Newfoundland and Labrador, supporting Parks Canada’s mandate through projects and programs at the national historic sites in the province.

In 1994, the HSNL raised funds for the refurbishment of Hawthorne Cottage, its grounds and artifacts. Since that time, the HSNL has operated the Site under a 21-year lease agreement. The HSNL presents, operates and maintains the Site in close consultation with Parks Canada using proceeds from admission fees and the Heritage Shop as well as a portion of revenues generated at other HSNL gift shops in the province. The HSNL brings a range of expertise to its operation of the Site and can be proactive and flexible in implementing changes and developing

programs. The Association has dedicated staff and have fostered volunteerism at the Site.

The Parks Canada – HSNL partnership relationship has both strengths and weaknesses. While the Association’s capacity to advertise and promote the Site can surpass Parks Canada’s, the Association may be limited in its ability to evaluate the bilingual capacities of potential staff. The two-party maintenance arrangements can lead to confusion about what each party is responsible for doing, and sometimes scheduling of Parks Canada’s activities conflicts with Site operations.

The community has difficulty differentiating between Parks Canada and the HSNL. Consequently, stakeholders have high expectations that the HSNL will take on many roles related to heritage, heritage tourism, planning and community involvement. These responsibilities are not within the scope of the *Lease Agreement* that Parks Canada has with the HSNL, nor does the HSNL have the authority or desire to represent Parks Canada. Both parties need to clearly articulate their roles and responsibilities so the community has a better understanding of Parks Canada and the HSNL.

To implement the recommendations of this management plan and to ensure that the Agency’s policies are being applied at the Site, Parks Canada must become more involved in the operation of the Site and particularly to provide strategic guidance and support. Ultimately, Parks Canada is responsible for the Site and is accountable to Canadians for ensuring its commemorative integrity. This is the first management plan for the Site, and the first time since the Site’s establishment that operations and management have been comprehensively assessed against the Parks Canada Agency’s policies, priorities and strategic directions. Consequently some new initiatives set forth in this plan were not identified in the *Parks Canada- Historic Sites Association of Newfoundland and Labrador Lease Agreement*. Parks Canada and the HSNL need to find ways to coordinate their activities and to collaborate on joint initiatives.

When needed, Parks Canada and HSNL should jointly engage other government

agencies whose activities or undertakings may affect the Site. For example, visitor parking issues need to be explored with the municipal government, market research should be discussed with regional agencies and highway signage investigated with the provincial government.

4.4.2 Community Involvement

This management plan process identified strategic directions common to both Hawthorne Cottage NHSC and the community. Implementation of these actions will be of benefit to both the community and Hawthorne Cottage NHSC. Parks Canada will communicate with the HSNL, stakeholders and the community about management and program activities, and will share information and receive feedback through annual reporting on management plan implementation.

4.4.3 Partnerships with Others

The HSNL has formed many partnerships that enable the holding of events and activities associated with the Site and with Captain Bob Bartlett. HSNL partner groups include the Brigus Attractions Group for the Brigus Blueberry Festival; St. George’s Anglican Church for the Bartlett Lecture Series; the Baccalieu Players for the “Live on the Lawn” program; and the Newfoundland Heritage Foundation for the “Doors Open Brigus” event. Parks Canada will explore partnerships with government agencies at various levels to implement management plan recommendations and to respond to the need for formal Parks Canada representation.

4.4.4 Involvement of Aboriginal Peoples

Potential connections with Aboriginal peoples were considered when developing this management plan. Captain Bob Bartlett’s association with Peary’s expeditions brought him into contact with the Inuit of the High Arctic. Connections to the Inuit are reflected at the Site; for example, a polar bear rug is permanently displayed and photos of Inuit people are found in the Bartlett family collection used in temporary exhibits and promotional materials. In keeping with Parks Canada’s *Cultural Resource Management Policy*, contemporary Inuit views and perspectives

should be conveyed when their history is represented at a national historic site. This will be especially important in relation to the 2009 celebrations that mark the centenary of Captain Bob Bartlett's famous expedition to the North Pole. Parks Canada has a responsibility to consult with Aboriginal groups where appropriate. Parks Canada will engage Aboriginal peoples of Newfoundland and Labrador in dialogue to explore heritage connections to the Site.

Goal:

To develop or strengthen opportunities for partnerships to help ensure the commemorative integrity of, appropriate service provision and programming at, and community support for Hawthorne Cottage NHSC.

Actions:

- Parks Canada will ensure that formal meetings between the HSNL and Parks Canada's Newfoundland East Field Unit are held twice per year to provide strategic direction, share information and make decisions.
- Parks Canada will continue to have a representative on the HSNL Hawthorne Cottage NHSC Management Committee.
- Parks Canada will represent the Site and develop partnerships with other government agencies at municipal, regional and provincial levels to support strategic directions in areas such as tourism planning, marketing and transportation.
- Parks Canada will annually report on progress of implementing the Site management plan with opportunities for public and stakeholders.
- Parks Canada will engage Aboriginal peoples of Newfoundland and Labrador to explore their heritage connections to the Site.

4.5 ENVIRONMENTAL STEWARDSHIP

The Government of Canada is committed to operating and maintaining its facilities in an environmentally responsible manner. Government of Canada priorities include reducing energy consumption and decreasing greenhouse gas and other air polluting emissions. Environmental efficiencies at Hawthorne Cottage NHSC may include energy use reduction. A Field Unit-wide *Environmental Management System Action Plan* should be prepared to guide environmental gains and efficiencies at the Site. In accordance with the Government of Canada's *Policy on Management of Real Property*, conservation advice will be sought from FHBRO prior to undertaking any recommendations for interventions that may result from an energy audit.

Goal:

To demonstrate environmental stewardship at Hawthorne Cottage NHSC.

Actions:

- Parks Canada will prepare a Field Unit-wide *Environmental Management Action Plan* to ensure environmental gains and efficiencies. This plan will include an energy audit for Hawthorne Cottage.
- Parks Canada will consult with the HSNL, conservation architects, FHBRO and environmental assessment specialists in the implementation of *Action Plan* recommendations.

5.0 Impact Evaluation and Environment Assessment

Federal initiatives submitted to Cabinet or to the Minister for consideration require a Strategic Environmental Assessment (SEA), which determines their environmental impacts and identifies mitigation measures if a harmful impact is expected. SEAs of draft management plans provide an opportunity to determine the probable broad impacts of proposed programs, and assess the cumulative effects on the environment of multiple projects or activities. SEA also aids in the identification of other future environmental assessment requirements under the *Canadian Environmental Assessment Act* (CEAA) 2003. The environmental assessment was conducted near the final draft stage of the management plan by a Parks Canada resource conservation specialist, in accordance with the *Cabinet Directive on the Environmental Assessment of Policy, Plan and Program Proposals*. Accordingly, a strategic environmental assessment of the objectives, programs, and management actions outlined in this management plan was carried out. The objectives of the environmental assessment were:

- to ensure that the strategic directions, objectives, and specific proposals contained within the plan respect and support the commemorative integrity goals and objectives of the national historic site;
- to assess the implications of proposals included in the plan to ensure that they enhance positive environmental effects, and avoid or mitigate potential negative effects.

The assessment included evaluation of cumulative environmental effects from all proposals. It also considered the full range of potential impacts on the cultural resources and natural environment of the site, both from ongoing operations and from proposed projects.

Based on a review of the proposed actions, the following activities are likely to trigger the requirement for an environmental assessment under the *Canadian Environmental Assessment Act*:

- Any maintenance and repair activities that involve a heritage structure.

Relevant federal environmental policies, including those of Parks Canada, were considered in a policy review. The proposed strategic directions outlined in the management plan are consistent with these policies. Implementation of the management direction and the specific actions that are proposed should not result in any adverse environmental impacts and should maintain and enhance the commemorative integrity of Hawthorne Cottage NHSC.

6.0 Plan Implementation

Implementation of this management plan is the responsibility of the Newfoundland East Field Unit Superintendent. The Field Unit Superintendent's three primary accountabilities at Hawthorne Cottage NHSC are ensuring commemorative integrity, providing meaningful visitor experiences and the wise and efficient use of public funds.

The actions proposed in this management plan for Hawthorne Cottage NHSC are implemented in two ways: through the Parks Canada, Newfoundland East Field Unit's sustainable business plan for elements to be undertaken by Parks Canada, and through revenues collected at the Site for items and initiatives to be undertaken by the Site's operator, the HSNL. While the management plan is envisioned as a strategic guide with a life span of ten to fifteen years (reviewed every five years), the annual sustainable business plan identifies those actions of the management plan that will be realized within the next five years, and, where applicable, their timing and cost. Items to be undertaken are discussed at semi-annual meetings between Parks Canada, Newfoundland East

Field Unit's Superintendent and the HSNL. Implementation of the actions proposed in this management plan, once approved, is dependent on the availability of financial resources for both parties.

Priority actions are identified in the chart that follows. Emphasis has been placed on those activities expected to occur during the first five years following management plan approval but other activities to be pursued during the life of this management plan have also been identified. No priority has been assigned to activities beyond identifying broadly the period in which they will occur. Further prioritizing will be determined during more detailed action planning.

Progress on the management plan implementation will be communicated to the public through Parks Canada's Site Management Plan Annual Implementation Report. The management plan will also be subject to review on a five-year cycle, and can be amended to reflect changing circumstances. The public will be consulted about major changes.

Management Plan Actions	Priority	
	Priorities within the first 5 years of plan tabling	Future year priorities
Heritage Protection		
Work with conservation architects and the HSNL to identify long term maintenance and repair of elements that are not currently included in the <i>Conservation Maintenance Plan</i>	■	
Inventory and evaluate the cultural landscape using appropriate expertise such as archaeology, history and landscape architecture.	■	
Develop a <i>Cultural Landscape Development and Maintenance Plan</i> to restore the heritage character of the landscape in relation to the Picturesque architecture of Hawthorne Cottage NHSC.	■	
Share information and expertise gathered during the course of restoring the Site's cultural landscape with adjacent landowners, stakeholders and the community at large.		■
Undertake an archaeological inspection/survey to determine if mitigation is required in the barn area.	■	
Include inspection/monitoring of archaeological sites and the Site's HSMBC plaque in its annual programs of monitoring and inspection for national historic sites within the Newfoundland East Field Unit.	■	■
Update the <i>Conservation Maintenance Plan</i> to incorporate monitoring of appropriate resources not included in the current plan.		■
Public Education and External Relations		
Prepare, in consultation with the HSNL and the Town of Brigus, an interpretation plan for the Captain Robert Abram Bartlett HSMBC plaque site that includes cross promotion of the plaque site and Hawthorne Cottage NHSC.	■	
Add a link to cross reference Hawthorne Cottage and Ardgowan NHSCs within the Parks Canada Web site.	■	
Work with others to further disseminate information pertaining to Hawthorne Cottage NHSC to key audiences of interest, including academic researchers and those with an interest in Captain Bob Bartlett.	■	■
Improve the Parks Canada – Hawthorne Cottage NHSC Web site to more effectively convey information, improve links to and from other related Web sites and to provide information to other audiences.	■	■

Management Plan Actions	Priority	
	Priorities within the first 5 years of plan tabling	Future year priorities
Meaningful Visitor Experiences		
Work closely with the HSNL to enhance the sense that Hawthorne Cottage NHSC is a “home.”	■	
Work with the HSNL, Town of Brigus and Government of Newfoundland and Labrador to implement the recommendations of the Parks Canada, Newfoundland East Field Unit’s sign plan.	■	
Collaborate with the HSNL to work with the municipality, local attractions and stakeholders to develop and implement mutually beneficial solutions to visitor parking.	■	
Collaborate with the HSNL to make use of research on visitor use patterns, visitor needs and expectations and to increase understanding of target audiences for marketing and promotion.	■	■
Collaborate with the HSNL to facilitate periodic visitor satisfaction surveys to assess the effectiveness of programs and visitor satisfaction at the Site.	■	■
Collaborate with the HSNL to explore partnerships with others for packaging, cross promotion and product development that supports strategic directions shared with the community.	■	■
Working With Others		
Ensure that formal meetings between the HSNL and Parks Canada’s Newfoundland East Field Unit are held twice per year to provide strategic direction, share information and make decisions.	■	■
Continue to have a representative on the HSNL Hawthorne Cottage NHSC Management Committee.	■	■
Represent the Site and develop partnerships with other government agencies at municipal, regional and provincial levels to support strategic directions in areas such as tourism planning, marketing and transportation.	■	■
Annually report on progress of implementing the Site management plan with opportunities for public and stakeholder involvement.	■	■
Engage Aboriginal peoples of Newfoundland and Labrador to explore their heritage connections to the Site.	■	■
Environmental Stewardship		
Prepare a Field Unit-wide <i>Environmental Management Action Plan</i> to ensure environmental gains and efficiencies. The plan will include an energy audit of Hawthorne Cottage.	■	
Consult with the HSNL, conservation architects, FHBRO and environmental assessment specialists in the implementation of <i>Action Plan</i> recommendations.		■

Acknowledgements

The Historic Sites Association of Newfoundland and Labrador

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Jim Candow, Project Historian

Rob Ferguson, Senior Archaeologist

Public Works and Government Services Canada, Real Property Services

Tom Gribbin, Landscape Architect, Chief Professional Resources,
Real Property Services

Bill Hockey, Conservation Architect

APPENDIX A

Glossary

Commemoration: Ministerial recognition of the national significance of specific lands or waters by acquisition or by agreement, or by another means deemed appropriate within the Minister's authority for purposes of protecting and presenting heritage places and resources, erection of a plaque or monument.

Commemorative Integrity Statement (CIS): The CIS is a document, which defines what is meant by commemorative integrity for a particular national historic site. It describes the designated place, its resources, values, objectives and messages.

Commemorative Intent (CI): Refers to the reasons for a site's designation as a national historic site, as determined by the Ministerially approved recommendations of the Historic Sites and Monuments Board of Canada.

Conservation: Encompasses all acts or processes that are aimed at safeguarding the character defining elements of a cultural resource so as to retain its heritage value and extend its physical life with minimal intervention.

Cottage ornée: One of several architectural products of the Picturesque movement of the late-18th century. The cottage ornée was a modestly scaled residence combining utility with Picturesque qualities.

Cultural Landscape: Any geographical area that has been modified, influenced or given special cultural meaning by people.

Historic Sites and Monuments Board of Canada (HSMBC): An independent advisory group with representatives from all provinces and territories. It reviews submissions and provides impartial and expert advice to the Minister on the national historical importance of each proposal.

Picturesque: An outgrowth of late-18th century landscape design, the Picturesque was a philosophy that sought harmony of landscape design and architecture. It incorporated irregular elements determined by the landscape itself. Its characteristics include variety of form, colour and texture.

Rehabilitation: The act or process of making possible a continuing or compatible contemporary use for a cultural resource while protecting its character defining elements.

Refurbishment: The act or process of cleaning, renewing and refreshing anything that is soiled or faded. In the case of Hawthorne Cottage also included partial replacement of surface treatments such as flooring and wallpaper, as well as some repainting and re-staining.

APPENDIX B

Summary of the Commemorative Integrity Evaluation

The *Parks Canada Agency Act* states that it is in the national interest to ensure the commemorative integrity of national historic sites. The Act further stipulates that Parks Canada should report regularly to Parliament on the state of the protected heritage areas in its care. The evaluation of the state of commemorative integrity at Hawthorne Cottage NHSC responds to this requirement. The evaluation also provides information to site management about where the site's strengths and weaknesses lie with respect to commemorative integrity. This evaluation was based on the site's Commemorative Integrity Statement and Parks Canada's *Cultural Resource Management Policy*, and follows the standards set in the *Rating Guide for Commemorative Integrity Evaluations*.

The evaluation was completed on September 28-30, 2005, by a multi-disciplinary team.

The overall commemorative integrity rating for this site, on a scale of one to ten, is nine. This is characterised as having minor impairment.

The site reports no threats which are both likely to have an effect on the site or its resources and which could result in a high level of impairment.

The principal strengths identified during the evaluation are:

- The Site and its resources, including the extensive collection of historic objects, are in good condition overall.
- The Site is situated in a picturesque community and within a strong tourism area accessible to St. John's; it offers diverse media, which present an appealing story to visitors who experience the sense of entering a home rather than a staged period setting.

- The Historic Sites Association of Newfoundland and Labrador brings tremendous expertise to the Site, with dedicated staff and volunteers who demonstrate a strong sense of ownership, openness to new ideas, flexibility in developing programs, and a good working relationship with Parks Canada and the community.

The principal challenges identified during the evaluation are:

- Specific plants and landscape details require further inventory and evaluation, as well as a more systematic program of conservation maintenance so that their values can be better understood, protected and communicated.
- There is a challenge in presenting a wide range of messages, given the compact nature of the site. However, some gaps in the presentation program should be addressed, such as the context message relating to the outport upper class, the heritage designations that apply to Hawthorne Cottage, and the thematic association of the building with Ardgowan NHSC. The lack of visitor surveys makes it difficult to confirm if messages are being effectively communicated.
- Information management could be improved to ensure better coordination of information sharing between Parks Canada and the Historic Sites Association of Newfoundland and Labrador. The *Lease Agreement* requires review and updating to clarify Parks Canada's responsibilities for interventions to the Site.

Resource Condition	
Overall	GREEN
Resources Related to National Significance	GREEN
Other Cultural Resources	GREEN
Cultural Resource Types:	
1. Designated Place	GREEN
2. Landscape Features	YELLOW
3. Buildings, Structures	N/A
4. Archaeological Sites	GREEN
5. Objects	GREEN
Other Heritage Resources	N/A
Effectiveness of Communications	
Overall	YELLOW
National Significance	GREEN -
Other Heritage Values	RED
Effectiveness of Media	YELLOW
Audience Understanding	N/R
Range and Complexity of Perspectives Presented	GREEN -
National Historic Site General Values	YELLOW
Selected Management Practices	
Overall	GREEN -
Inventory and Cultural Resource Evaluation	YELLOW +
Respect for Cultural Resource Management Principles and Practices	GREEN
Records	GREEN
Maintenance Programs	YELLOW
Monitoring and Remedial Action	GREEN -

Rating code:

Green Good, effective, or not currently impaired. Any deficiencies are not a threat to the commemorative integrity of the site

Yellow Fair or minor to moderate impairment or threat. Requires improvement.

Red Poor, ineffective, seriously impaired or a significant attribute missing (whether related to condition, communications or selected management practices)

N/A Not applicable; the question does not apply to this site

N/R Not rated or not reported on because the information is not available

+ or - The actual state is on the high or low borderline side of the colour

