

# FORTRESS OF LOUISBOURG

NATIONAL HISTORIC SITE  
OF CANADA

## *Management Plan*





JUNE 2001

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**Front Cover** - left to right and top to bottom

**IMAGE A.** Children in period costume - the volunteer program at work, *Parks Canada, Atlantic Service Centre*; **IMAGE B.** Louisbourg fifiers during the 1999 Grand Encampment, *Parks Canada, Fortress of Louisbourg NHS, Vaughin Merchant, 1999, (catalogue #5J9122)*; **IMAGE C.** View of reconstructed townsite from harbour, *Parks Canada, Atlantic Service Centre*; **IMAGE D.** Parks Canada guide and visitors - interpretive talk, *Parks Canada, Atlantic Service Centre, Chris Reardon, 1997*; **IMAGE E.** Upper and lower class animators on the Frederic wharf, *Parks Canada, Fortress of Louisbourg NHS, André Corneillier, (catalogue #5J459)*

## Foreword



On behalf of all Canadians, I am delighted to approve the management plan for Fortress of Louisbourg, one of Canada's premier national historic sites.

I hope you share with me my enthusiasm for this heritage treasure tucked away on the east coast of Cape Breton Island. In the first half of the 18th century, Louisbourg was a bustling French town, one of Canada's largest at the time, with a cosmopolitan society, supported by the fishery, a vast trading network, the government and military. It was also the scene of decisive battles that in 1745 and again in 1758 led to British control of eastern Canada - significant events in the early history of our country.

Today, staff at the Fortress of Louisbourg protect the cultural resources associated with this period including a vast array of archaeological resources and artifacts from the fortified town, outlying suburbs and military works, landscapes and siege sites. These resources are truly outstanding. In addition, there is the reconstructed townsite, Canada's largest, that is a marvel of applied research and building techniques. The section of the former town that has been reconstructed provides visitors with a direct sense of another world and insight into earlier times. The Fortress of Louisbourg National Historic Site of Canada is indeed a heritage attraction that helps to contribute to Canadian identity and reflect Canadian pride.

This management plan provides the direction to ensure the commemorative integrity of the National Historic Site. I want to thank all those who participated directly in the public consultations in helping Parks Canada officials complete a plan that identifies the strategic actions to protect and present the cultural resources and to enhance the tradition of providing first-rate services to the public.

The Fortress of Louisbourg is one of Canada's special places and an icon within the Family of Canada's National Historic Sites. I encourage all Canadians to visit this wonderful place on Cape Breton Island.

A handwritten signature in cursive script, reading "Sheila Copps".

**Sheila Copps**

*Minister of Canadian Heritage*



## Recommendations

*Recommended by:*



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## Executive Summary

Fortress of Louisbourg National Historic Site of Canada contains a wealth of cultural resources and landscapes reflecting the military, commercial, fishing and settlement activity that occurred here from 1713 to 1768. They contribute to telling a significant story in a defining period of Canada's history - the concluding period of Anglo-French rivalry for control of eastern Canada. The scope, scale and size of the archaeological resources and collection are one of the Site's defining attributes. Much of the 18th century archaeological record has survived relatively intact and represents an unparalleled resource on an international scale. In addition there is the partial reconstruction of the 18th century town, the largest reconstruction in Canada, and a landmark project that has created a remarkable sense of the past and learning experience for visitors. The setting for these resources is Canada's second largest national historic site. The Site's 6000 hectare landbase bordering on Louisbourg harbour and the Atlantic Ocean contains important natural resources that contribute to the sustainability of the broader ecosystem found along the east coast of Cape Breton Island.

Fortress of Louisbourg is part of a system of national historic sites across Canada. Together this system is referred to as the Family of National Historic Sites with each member presenting an important part of Canada's history to Canadians. Parks Canada has the potential, through Fortress of Louisbourg and other national historic sites across Canada, to help connect Canadians through a greater understanding of their heritage.

Ensuring commemorative integrity and applying cultural resource management principles and practices form the goal for management planning for national historic sites. The management plan identifies the components of commemorative integrity and what strategic steps are necessary to achieve them. Within this framework, the plan identifies

actions for the protection of in-situ cultural resources and the vast collections held at the Site. It focuses the Site's presentation program on the nationally significant messages that need to be conveyed to the public and on potential methods of delivering these messages. It also provides the strategic direction to provide an enhanced level of service to visitors by creating the flexibility and the environment to work with various partners in the provision of period and modern services throughout the Site. The plan recognizes the fiscal environment in which these proposals are being put forward.

The Site's infrastructure has evolved over three decades from the early 1960s. This includes the reconstructed townsite, the visitor centre, roads, trails, day-use areas, administration and maintenance buildings, and services. Because much development has already occurred, the plan places the primary focus on the protection, management, and presentation of the nationally significant cultural resources and landscapes, on improvements to visitor services, on the recapitalization of contemporary assets, and on stewardship responsibilities. The plan looks outward to place the Site in its regional context recognizing that its contribution to a changing economy is important for a sustainable future. It clearly identifies that the Site's role in the heritage tourism industry on Cape Breton Island is based on both leadership and cooperation with partners.

The plan articulates a vision for Fortress of Louisbourg - that is to become a centre of excellence in ensuring commemorative integrity and in meeting its stewardship responsibilities for the protection of ecosystem features. Many strategic actions are identified to achieve this vision. Some of the highlights are as follows.

### Heritage Protection

- complete the inventory and evaluation of nationally significant cultural resources,

landscapes and collections to ensure their protection

- complete and implement a Cultural Resource Conservation Plan to address those circumstances that threaten or impact on cultural resources
- continue to cooperate in the protection and management of underwater cultural resources of national significance in Louisbourg harbour, and enhance their interpretation
- continue with research and management of significant natural resources, and with the identification and mitigation of threats in order to contribute to ecological integrity

#### **Heritage Presentation and Communication**

- complete the recapitalization program for the reconstructed townsite
- undertake an interpretation plan for the entire Site including all media, with emphasis on the nationally significant messages
- enhance the aboriginal and multi-cultural component of 18th century Louisbourg in the presentation program
- enhance the Site's outreach program
- implement the updated marketing strategy to market Fortress of Louisbourg National Historic Site of Canada

#### **Visitor Services and Facilities**

- encourage special events in cooperation with others
- enhance period and modern visitor services in the reconstructed townsite and in other areas of the Site
- implement the Access Plan for the reconstructed townsite

#### **Site Operations and Management**

- complete the formal agreement with the province required for the construction of the Fleur-de-lis Trail
- upgrade route #22 from the Site boundary to the reconstructed townsite
- upgrade water delivery systems and fire protection to the reconstructed townsite
- incorporate federal government revenue policies of cost-recovery and revenue generation into the Site's operational and service offer

The environmental assessment of the management plan indicates that there are no significant impacts or cumulative effects from the implementation of the proposals and concepts identified in the plan. Important cultural, environmental and socio-economic benefits will be realized through the implementation of the plan. The Site will contribute to the local and regional economy through expenditures and employment, and as a major attraction to visitors to Cape Breton Island.

The strategic actions referenced above are highlights of those identified at the end of most sections in the plan. These actions are to be accomplished within the time horizon of the management plan, a 10-15 year period. Priorities, based on these actions, are identified and linked to the Site's three year business planning cycle for implementation purposes. Five year management plan reviews will update the actions to ensure their relevancy. Priorities will be updated annually as part of the business plan submission.

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## 1.0 Introduction

### 1.1 THE LEGACY

Founded in the aftermath of one war, Louisbourg suffered defeat in a second, then was demolished at the conclusion of a third, only to be partially resurrected in the 20th century, to become a symbol of Canada's identity.

The French came to Louisbourg in 1713, at the end of the War of the Spanish Succession, when they had to surrender title to their holdings in Newfoundland and on mainland Nova Scotia. Initially Louisbourg was a base from which the French exploited North America's lucrative cod fishery. As Louisbourg's population grew and its potential as a trading centre became apparent, the town developed into one of the most important urban centres in New France.

By the 1730s more than 150 ships a year from France, New England, the West Indies and elsewhere were calling at Louisbourg, making it one of the busiest ports in North America. By the 1740s Louisbourg's year-round population was 2,500 to 3,000. It swelled by hundreds more during the shipping season. Louisbourg was a cosmopolitan community, with a diverse and constantly shifting population which included Basques, Irish, Acadians, Blacks, and Aboriginal people. There were also New Englanders in and out of the town trading goods from the British colonies and elsewhere.

In addition to being a fishing and trading centre, Louisbourg also became the admin-



IMAGE 1. Louisbourg Harbour, circa 1744: Lewis Parker Painting



IMAGE 2. Standing guard at the Dauphin Gate

istrative centre for the colony of Ile Royale (Cape Breton Island), and the French military stronghold of Atlantic Canada. Louisbourg extended around the harbour far beyond the walls of the town's core, as fishermen staked claim to waterfront properties and merchants, tradesmen, and tavern-keepers followed them. With its walled inner city, and outlying defences such as the Island and Royal batteries, Louisbourg was among the most heavily defended settlements on the continent. It closely resembled a European fortified town (MAP 1).

In 1745, after three decades of peace and prosperity, a combined British and New England force attacked and captured Louisbourg. An occupying army took over the town, and its residents were removed to France. Three years later Britain returned Cape Breton to France through a treaty. In 1758 Britain took Louisbourg a second time, and in 1760 demolished much of the fortifications.

In 1768, when the British garrison left, Louisbourg became, in the words of the Governor of Nova Scotia, a "decayed city... going to ruin". Although English-speaking settlers trickled into the area subsequently and revived the fishery, the focus of settlement moved to the north side of the harbour. The former fortified town came to be known as "Old Town", and was "a place of scattered houses, grazing animals, and ruins".

Interest in commemorating the historic significance of Louisbourg began at an early date. The French were the first. In 1720, they placed commemorative medals within the walls of certain buildings. Later, in 1767, Samuel Holland erected the first post-French commemorative monument, although it has since disappeared. In the latter half of the 19th century, however, interest grew in Canada and elsewhere in commemorating and preserving vestiges of the past. In 1895 an American organization, the Society of Colonial Wars, erected a monument at Louisbourg to mark the 150th anniversary of the 1745 siege.

A number of Canadians began to take an interest in Louisbourg as a result of the erection of the 1895 monument. Senator Pascal Poirier expressed concern in the Senate that the area did not belong to either the Nova Scotian or Canadian government. Poirier visited the site in 1902, on behalf of the Royal Society of Canada and called on the government to preserve at least the remaining ruins.

Over the next decade other individuals and organizations made proposals to mark the site's history. One individual was Captain D.J. Kennelly, an Irish-born industrialist who became general manager of the Sydney and Louisbourg Coal and Railway Company. In 1903 Kennelly began an international campaign under the auspices of the Louisbourg Memorial Fund. The society purchased the land with the most prominent ruins, raised money to have them stabilized, and in 1906 saw provincial legislation passed to declare Louisbourg an Historical Monument of the Dominion of Canada.

Shortly after, J.S. McLennan, retired industrialist and publisher of the Sydney Post, began calling for the Canadian government to preserve Louisbourg. In an address to the Nova Scotia Historical Society, McLennan declared that preserving historic sites was too great a task for private or co-operative ventures, and that some of its significance would be lost except for "the action of the people through their governments."

When the Historic Sites and Monuments Board of Canada (HSMBC) was created in 1919 to advise the Minister of the Interior on the preservation of historic sites of national sig-

nificance, Louisbourg was one of the first sites it considered. The Board discussed Louisbourg frequently over the next two decades in close collaboration with Parks Branch officials. Initially the Board's focus was the protection of the ruins at Louisbourg, and then on their commemoration.

In response to the Board's recommendations, the Parks Branch began acquiring land at Louisbourg in 1921. In 1923 the two Maritime members of the Board, Major J. Plimsoll Edwards and Dr. John Clarence Webster, were designated a special sub-committee to report on Louisbourg. They recommended to the Board that the entire site of historic Louisbourg be acquired, and that the fortifications be put in some sort of order.

Throughout the period, the Board worked with people such as J.S. McLennan. This cooperation led, in 1926, to the unveiling of four bilingual commemorative plaques at the Lighthouse, the Dauphin Bastion, and the King's Bastion.

In 1927, Henri Bourassa, prominent Quebec nationalist, journalist and politician, visited Louisbourg in the company of a large party of French-Canadians from Quebec and Ontario. Bourassa had visited Louisbourg thirty years earlier. Upset at the deterioration of the ruins over that time, Bourassa vowed to bring before Parliament the need to preserve historic Louisbourg. The following year he rose in the House of Commons to complain about "the terrible state of abandonment" of Louisbourg, and the need to clean up and protect the site.

In the 1930s the Parks Branch started to plan for Louisbourg's future. Minutes of the HSMBC for May 1930 note the need for a comprehensive development scheme. This led to the appointment of a local sub-committee to advise the Board on Louisbourg. Senator McLennan and Melvin S. Huntington, Mayor of Louisbourg, were members.

By this time the Parks Branch had acquired most of the private properties on the site of the former fortified town of Louisbourg. The HSMBC came up with recommendations for the excavation of selected building locations, and the reconstruction of the walls of the structures to a height of several feet. The HSMBC also looked at the issue of cultural









resources under the waters of Louisbourg's harbour, and discussed the commemoration of cemeteries at Louisbourg, in co-operation with other organizations. And in 1936 the federal government opened a museum at the site, with Katharine McLennan, daughter of J.S. McLennan, as honorary curator.

By 1940 the Parks Branch had acquired additional land, and Louisbourg became known officially as the Fortress of Louisbourg National Historic Park, following a campaign by Cape Breton historical enthusiast, Albert Almon. The Park then included the old town-site, Battery Island, and the Royal Battery. Eventually the Park came to include much of the area covered by the siege works erected in the assaults of 1745 and 1758. This ensured the protection of one of the best-preserved and most extensive 18th century siege landscapes in the Western World - an incomparable archaeological treasure.

In 1961 the government of Canada accepted the recommendation of the Royal Commission on Coal, that there be a symbolic reconstruction of the fortress to provide employment, boost the tourism industry, and inspire the region culturally and intellectually. Two decades later nearly one-quarter of the walled heart of Louisbourg was reconstructed. The reconstruction is a tribute to J.S. McLennan, Pascal Poirier, and others who, inspired by the Site's place in history, called for its commemoration.

At the same time, Fortress Louisbourg has become a symbol for the whole country, a testament to the skills and dedication of those who called for its protection, an assertion of Canada's identity, and a legacy to the nation. It is a tribute to the confidence with which Canadians celebrated the completion of Canada's first century, an acknowledgment of the past, and an act of faith in the future.

### 1.2 COMMEMORATIVE INTEGRITY

One of Parks Canada's fundamental objectives for the National Historic Sites Program is to ensure the commemorative integrity of national historic sites administered by Parks Canada by protecting and presenting these places to the Canadian public in a manner that respects their significant and irreplace-

able legacy. The goal of management planning for national historic sites is to ensure commemorative integrity and the application of cultural resource management principles and practices.

Commemorative integrity is a way of describing the health or wholeness of a national historic site. A national historic site possesses commemorative integrity when:

- the resources that symbolize or represent its importance 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 are respected by all those whose decisions or actions affect the site.

*The following is an abridged version of the approved Commemorative Integrity Statement.*

#### **The reasons for the national historic significance of Fortress Louisbourg - The Statement of Commemorative Intent**

A Statement of Commemorative Intent states the reasons for the site's national significance as determined by the Historic Sites and Monuments Board of Canada (HSMBC) and approved by the Minister.

Fortress of Louisbourg has unusual quantity and diversity in its cultural resources. The development of Louisbourg as a military fortified town, as a colonial trading centre oriented to the sea, and as a cosmopolitan capital of French possessions on the east coast has left a wealth of archaeological resources for posterity. In addition to the archaeological resources of the former town, there are hundreds of known archaeological sites outside the walls associated with French military, domestic and commercial activity, and with the military sieges of 1745 and 1758. The Site's ability to evoke powerful images of the past through cultural resources and landscapes has remained largely uncompromised.

There are a number of 18th century documented shipwrecks in the harbour and beyond. Those in the harbour were sunk in the course of the 1758 siege. Although outside the Site's boundaries, the wrecks relate directly to the national significance of the

Site and contribute valuable information on Louisbourg's marine and naval history.

The HSMBC met on several occasions to discuss Louisbourg and its need for protection and commemoration, particularly during the 1920s and 1930s. Their deliberations largely focused on the military importance of the Site, and the need to ensure protection for the ruins. Their interest is reflected in the early commemorations they recommended to the Minister of the day such as the Dauphin Bastion, Wolfe's Landing and the King's Bastion. In 1928, when Fortress of Louisbourg was designated a National Historic Site, there were no recorded deliberations indicating their intent for the commemoration. Later in the 1970s, the HSMBC approved a plaque inscription that was more encompassing of the general history of the Site. The plaque is located outside the visitor reception centre.

Thus, there is no single recommendation from the Board that conveys its intent in recommending that Louisbourg be commemorated. The Board's intent may be inferred, however, from the overall record of its deliberations, especially in the early years when commemoration was first being discussed. There is a focus on the Anglo-French military history of the Site and the ruins that reflected that history.

All of the above information has helped to prepare a Statement of Commemorative Intent that reflects the national significance of the Site and that in turn provides the basis for the nationally significant messages that are to be conveyed to visitors and the public:

*Fortress of Louisbourg is of national historic significance because, between 1713 and 1768, it was a place of profound significance in the great Franco-British struggle for empire.*

Fundamental to its role in this struggle was that Louisbourg, besieged and captured in 1745 and 1758, was the capital of the colony of Ile Royale, a critically important French fortification, and the most significant French fishing centre and commercial entrepot in North America.

## PART ONE

### **The resources that symbolize or represent the Site's national historic significance are not impaired or under threat**

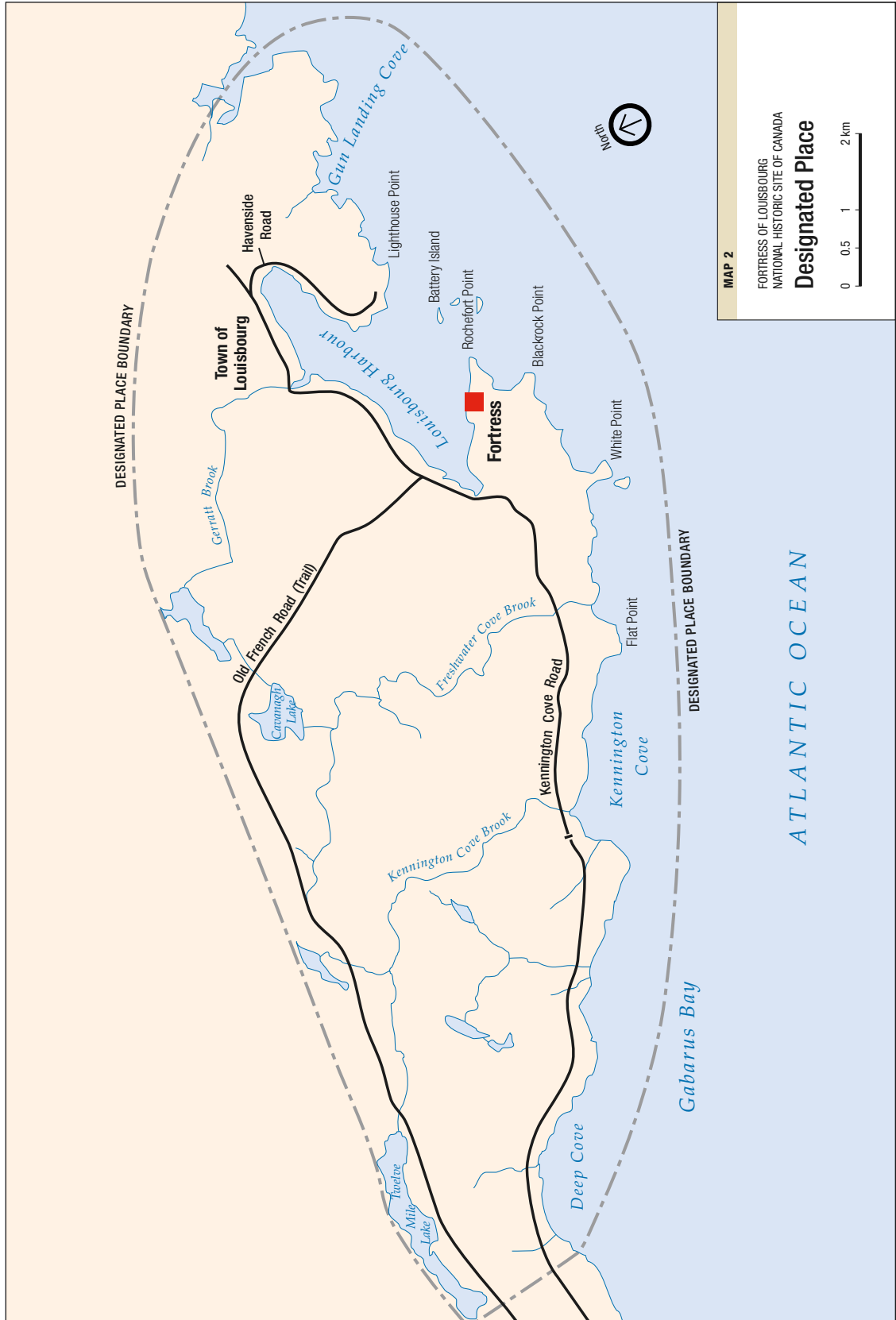
The resources of national historic significance symbolize and represent the importance of Louisbourg. They are Level 1 cultural resources under the Cultural Resource Management Policy, by virtue of their association with Louisbourg's commemorative intent.

#### **a) Designated Place**

Designated Place is defined as the place designated by the Board, irrespective of current ownerships or jurisdictional boundaries. Designated Place can then be larger or smaller than the current boundaries of the national historic site.

Within the context of the Board's commemorative intent, most of the Designated Place is found within the current boundaries of the Site. The general areas that are missing include part of the modern town of Louisbourg that would complete the contiguous land area of Designated Place from west to east around the harbour, and the harbour itself. Designated Place would include the coastal and immediate hinterland areas as defined on the map titled Designated Place (MAP 2).

Designated Place cannot be fully understood without reference to Fortress Louisbourg's local and regional context and significance. Militarily, the fortified town guarded the approaches to the Gulf of St. Lawrence, the main shipping route to Quebec and the interior of the country. Sited on land ceded to the French by the Treaty of Utrecht (1713), the fortified town counteracted the growing British influence on mainland Nova Scotia, an area lost to the French by the same treaty. The fortified town also helped to protect the lucrative fisheries and the off-shore trade, the economic foundation of Louisbourg and of vital importance to France. Locally, the harbour was a critical factor in siting the fortified town. The harbour offered protection from the open Atlantic, was ice-free year-round, and was close to the rich fishing grounds where cod abounded. The French also made Louisbourg their administrative





centre and capital for their possessions on the east coast (Cape Breton Island and Prince Edward Island).

Designated Place includes those lands and waters associated with the French and English presence at Louisbourg from 1713 to 1768. Within these areas there was significant military and civilian activity. The military activity encompassed both army and naval actions, and the civilian activity included both commercial and domestic activity. The Designated Place extends in the west from the Deep Cove area eastward past Kennington Cove including coastal and inland areas to Louisbourg harbour and then continuing on past Lighthouse Point and Gun Landing Cove to Lorraine Head. Archaeological evidence of these activities abounds throughout this area. The evidence includes the fortified town itself with the remains of hundreds of buildings, structures, streets, quays, fortifications, walls, etc. The town spilled out beyond the fortifications to include the area known as the Fauxbourg (shoreline area outside the Dauphin Gate) and the north shore (toward the modern town of Louisbourg), where fishing properties, storehouses and taverns flourished linked by a number of roads. It was in this latter area that the French built the Royal Battery, a major satellite fortification protecting the harbour from attack. Designated Place continues around the harbour to include the eastern side where ship repair facilities were constructed at Careening Cove and Canada's first lighthouse was built.

Designated Place also encompasses the large area where military and naval activity occurred to defend and attack Louisbourg. It includes major landing points to the west and east of the fortified town such as Kennington Cove and Gun Landing Cove, French coastal defensive works, eg., earthworks, such as at Kennington Cove and Flat Point, and all the British siege works associated with the attacks of 1745 and 1758 including encampments, roads, batteries, siege works, outposts, etc. Looked at together, these cultural resources comprise an impressive 18th century battlefield site, unparalleled in Canada. Louisbourg's harbour is very much a part of Designated Place given the naval activity that occurred there during the sieges

and because of the number of shipwrecks from the 1758 siege specifically. As well, Battery Island, located in the mouth of the harbour, played an important role in the defence of the harbour from naval attack.

Viewplanes around the harbour and seaward were critical for defensive purposes. The fortified town, Royal Battery, Battery Island and other batteries together offered excellent protection from an enemy naval force advancing into the harbour. Landward, viewplanes from the fortified town toward key locations, such as the Plain of Gabarus and the North Shore, were also important to defend against attacks. The area around the Fortress was much different in the 18th century than it is today. Essentially, the landscape was cleared of trees for kilometres around the Fortress as a result of military reasons - line of sight and fire - and need for construction materials and firewood.

#### *Historic Values*

The historic values of the place reside in the attributes of the surviving Level 1 cultural resources and in their associations with Louisbourg in the period 1713 to 1768. Most notably, these Level 1 cultural resources consist of:

- the substantial remaining cultural resources of the walled town,
- the extensive remaining cultural resources of outlying military works and residential and commercial establishments.

The historic values of the Designated Place reside in its association with Louisbourg's role as:

- the administrative capital of the colony of Ile Royale,
- a major fishing centre,
- an entrepot for trade, and
- a military bastion protecting French trade and fisheries and guarding the approaches to the St. Lawrence.

And for its association with:

- its strategic location,
- major geo-political events of the 18th century, particularly with Anglo-French rivalry in North America, and

- the ideas, attitudes, and values of the 18th century community.

#### *Objectives*

The Designated Place will be safeguarded when:

- visitors and the general public are aware of and understand the extent and nature of the Designated Place,
- visitors and the general public are aware of and understand the extent of the remaining in-situ cultural resources associated with Designated Place in the period 1713-1768,
- the assemblages of cultural resources are protected and unimpaired, e.g., battlefields,
- physical evidence of activity in the commemorated period is protected and presented,
- there is proper planning, design and construction of modern developments to negate negative impacts on cultural resources from the commemorated period,
- current and future potential activities such as the development and maintenance of roads and visitor facilities are monitored and mitigated, and are subject to the Canadian Environmental Assessment Act.

#### **b) In-situ Archaeological Resources (1713-1768)**

These consist of terrestrial and underwater sites located within and beyond the reconstructed townsite, including underwater sites within and beyond the harbour. Terrestrial sites include the remains of military and civil structures in the townsite and outside.



IMAGE 3. Archaeologist at work

Underwater sites consist primarily of shipwrecks.

#### *Historic Values*

- as objects, constructions, and places that have survived almost intact from the commemorated period,
- for their association with Louisbourg's role in Anglo-French rivalry, with Louisbourg's involvement in the fishery, as a trading centre, and capital of Ile Royale

#### *Heritage Values*

These values, although important, do not relate to commemorative intent.

- Louisbourg is a unique archaeological resource on an international scale. The withdrawal of the British garrison in 1768 and the sparseness of the subsequent settlement allowed the archaeological record of the 18th century to survive intact, in contrast to most 18th century urban centres in North America and western Europe.
- The scope, scale, and size of the resource is one of its defining attributes. It has the ability to contribute knowledge to a wide range of 18th century topics including but not limited to: military, governmental and domestic architecture, defensive and offensive military actions, naval and marine architecture, trade, daily life, economic means of production including the fishery and other commercial and business enterprises, settlement pattern, ethnicity, wealth and social structure.
- Many of the in-situ resources sit virtually on the surface of the ground or sea bed. This readability and its presence in an evocative setting give the resources an interpretive potential not normally associated with in-situ archaeological resources.
- The size, complexity and setting of the in-situ resources has been and will continue to be a laboratory for the management, protection and development of in-situ archaeological holdings.
- The establishment of an on-going on-site archaeological research program, in particular the intensive 20 year excavation program, had a profound and recognized role in the development of the discipline of historical archaeology in Canada.



IMAGE 4. The underwater historic wrecks are monitored by Parks Canada archaeologists and wardens, and are open to licensed guided tours

**Objectives**

*(Integrity objectives relate only to historic values, and not to heritage values.)*

Threats to in-situ terrestrial and underwater archaeological resources will be mitigated and resources safeguarded when:

- actions are taken to understand coastal marine processes better, to help ensure continued conservation and protection of cultural resources from natural processes such as erosion,
- physical properties and characteristics of the cultural resources are not compromised by vandalism, excavation, removal and other human activities. In the case of 18th century wrecks in the harbour and beyond, this will require a cooperative working relationship with the Province and with the Harbour Master. In the case of terrestrial resources outside the Site's boundaries, this will require the co-operation of the Province and municipalities,
- appropriate measures are taken to protect, conserve, inventory and record for posterity those in-situ cultural resources vulnerable to coastal erosion, rising sea levels, and other threats,

- investigations and excavations are undertaken only for approved research and presentation purposes,
- actions are taken to conserve and protect cultural resources from natural processes such as vegetation cycles and regeneration of forest cover,
- conservation treatment is provided for any terrestrial and underwater cultural resources recovered in the process of completing the inventory and evaluation of terrestrial and underwater cultural resources.

**c) Archaeological Collections (1713-1768)**

Louisbourg's artifact collection is a time capsule from the 18th century, an historical record of a major 18th century community. About 98% of the items in the collection of 5 million artifacts are from the commemorated period and consist of ceramics, glass, metals, building materials, and small finds.

**Historic Values**

The collections have historic value:

- because they provide a direct link to Louisbourg in the period of commemoration, a link that is enhanced by the size of the collections, and the wide variety of objects in them,
- for the variety of artifacts and their physical attributes, encompassing glass, ceramics, metals, wood, and faunal items,
- for the archaeological research information that establishes the artifact context.

**Objectives**

The archaeological collections will be unimpaired or not under threat when:

- secure and stable conditions are available for all collections,
- environmental controls are adequate for all collections,
- the collections and information derived from research are accessible to the public for information and interpretation.

**d) Curatorial Collections (objects from 1713-1768)**

About one-half of the items in the McLennan and Almon collections are from the commemorated period. Objects include such items as an armoire, a painting and some surface finds.

**Historic Values**

The Level 1 objects in the curatorial collections have historic value for:

- their variety and physical attributes, encompassing a physical diversity of objects, complete and unbroken, such as textiles, which provide a valuable context for research and presentation,
- the direct link they provide to Louisbourg in the period of commemoration.

**Objectives**

The Level 1 objects in the curatorial collections will be unimpaired or not under threat when:

- necessary security is provided,
- appropriate conservation measures are in place,
- inventory controls meet the required standards,
- environmental conditions are adequate.

**e) Landscapes (1713-1768)**

The landscape of the National Historic Site contains many cultural resources surviving from the commemorated period. This overall landscape can be usefully subdivided into separate cultural landscapes. This section begins to describe those from the commemorated period. It should be noted that the Level 1 built, archaeological and moveable resources they include have mainly been previously identified. This section concentrates on the identification of key cultural resources and surviving landscape elements.

**Battlefield Sites**

The siege works, encampments, and defensive installations that have survived from the 1713-1768 period have been described as among the largest extant grouping of 18th century battlefield sites in the world and are unique and valuable resources that must be protected. Hundreds of works were built in the two sieges, including redoubts, earthworks, encampments, redans, batteries, and blockhouses. The encampments provided lodging, storage and medical facilities for thousands of men and hundreds of women. Viewplanes are important components of these landscapes, as are the vestiges of siege works, encampments and defensive works.

These works are mostly buried, and in some cases they have been reclaimed by the forest, but there are many visible walls and foundations. The erection of these works in the 18th century involved, in some instances, major changes in the natural landscape, as it was shaped to meet military need. The cultural resources in some cases define the character of the landscapes. Outstanding examples of this are Lime Kiln Hill and the Hill of Justice, outside the walls of the fortified town.

The siege landscapes also include a number of natural features which are largely unchanged from the period of commemoration, such as Freshwater Brook and Wolfe's Lookout.

**Unreconstructed portions of the townsite, the North Shore, Fauxbourg, lighthouse area, Rochefort Point, the hinterland**

These landscapes extended beyond the walled heart of Louisbourg in several directions. In one direction, they stretched out to Rochefort Point. They also extended around the harbour to the lighthouse, and into the hinterland. They encompassed much domestic activity. The Fauxbourg and the North Shore were particularly important suburbs of Louisbourg. The Fauxbourg, on the shoreline just outside the Dauphin Gate of the Fortress, was destroyed in the 1745 siege, rebuilt when the French regained possession of Louisbourg in 1748, and destroyed again in the 1758 siege. Those elements of these landscapes which have survived from the 1713-1768 period are Level 1 resources. In the case of the unreconstructed portions of the walled townsite, the landscape vestiges include extensive, visible evidence of foundations, and walls of structures erected in the period of commemoration. These areas also contain evidence of the destruction of Louisbourg in 1760. The ruins of the walled town define the landscape, a relic of the period of commemoration.

Another landscape which is a relic of the commemorated period is that of Big Lorraine, at the east end of the Site. Big Lorraine was a French fishing community which is probably the only largely undisturbed site of a satellite community from the 1713-68 period.



Lighthouse Point is an essentially unmodified landscape from the period of commemoration.

***Cemeteries, Roads and Trails***

These landscapes represent particular functions (burials and transportation routes), which began in the period of commemoration and continued beyond it, in some cases to the present day.

There are eleven cemeteries within the Site, and miscellaneous burials at eight other locations. Eight of the eleven cemeteries contain burials from the 1713-1768 period, and thus relate to commemorative intent. Of these cemeteries the Rochefort Point cemetery is the largest. It contained at least several hundred burials, and possibly as many as 1,000.

Some of the roads at Louisbourg, such as the “Old French Road” - the road to Grand Lake and the Mira River - were built in the French regime, and thus relate to commemorative intent. Another is former Route 22, which follows an alignment of the road constructed by the French in the 18th century. Sections of the Kennington Cove Road date back to the siege of 1745. The 1713-1768 components of these roads are Level 1 cultural resources.

***Historic Values***

The historic values of Louisbourg’s landscapes reside in the surviving physical attributes and in their associations with Louisbourg as it was between 1713 and 1768. They include:

- the survival and present state of preservation, the complexity and completeness, and the interrelationships of the 18th century components of Louisbourg’s landscapes,
- the viewplanes, that in some landscapes were important for military purposes,
- the representation the landscapes provide of the military, economic, social and cultural nature of Louisbourg between 1713 and 1768.

***Objectives***

The landscapes will be safeguarded when:

- they are adequately researched, evaluated, surveyed, and mapped,

- the planning, design, and construction of modern developments negates negative impacts on landscapes with components from the 1713-1768 period,
- the assemblages of and interrelationships between cultural resources from the 1713-1768 period are protected,
- important viewplanes are protected, and vegetation managed so that visitors can appreciate their significance,
- the elevations and slopes of hills shaped to meet military needs relating to the two sieges are respected,
- beaches such as those at Gun Landing Cove and Kennington Cove, where attackers landed in 1745 and 1758, are protected from obstructions,
- action is taken to ensure vegetation does not impact negatively on the cultural resources from the commemorated period,
- vegetation which bears a relationship to what existed in the 1713-1768 period will be respected,
- threats to cultural resources along the coast, such as erosion and oceanographic forces, will be mitigated. Mitigation includes various options from excavation to stabilization in-situ. Choice would depend on significance of the cultural resource and nature of threat.

**PART TWO**

***Messages about the site’s national historic significance are effectively communicated to the public.***

The second component of commemorative integrity relates to presentation. The Statement of Commemorative Intent for Louisbourg captures what is nationally significant about the Site. Level 1 messages relate directly to the Statement of Commemorative Intent and hence to the national significance of the Site. The Level 1 message that should be conveyed to the public is:

- that the 18th century fortified port of Louisbourg was a place of profound significance, from 1713 to 1768, in the Franco-British struggle for empire.

Fundamental to an understanding of this message is that:

- Louisbourg was the capital of Ile Royale, 1719-1758;
- it was the most significant French fishing centre, and commercial entrepot in North America from 1713-1758;
- it was besieged and captured twice, in 1745 and 1758.

To achieve an understanding of the national significance of the site, one needs to grasp the underlying importance of the messages as elaborated below:

**The Fortified Port:** From its establishment by the French in 1713 until the withdrawal of the last British troops in 1768, Louisbourg played an important role in the Anglo-French struggle for control of North America. In 1745 a New England army, supported by a British naval squadron, captured Louisbourg after a 46-day siege. France regained the town by treaty in 1748, but lost it to the British again in 1758. Its fall opened the way for the British conquest of the rest of New France.



IMAGE 5. King's Bastion Barracks

**The Capital:** As capital of the colony of Ile Royale, Louisbourg was a cosmopolitan, relatively sophisticated colonial community, with an official class responsible for administering the fisheries, trade, relations with the Native allies of the French, and the French military establishment. Although Louisbourg was part of New France, Louisbourg society differed from that of the French communities along the St. Lawrence. There was no seigneurial regime, the fur trade was negligible, the institutional power of the church was minimal, and numbers of non-French peoples lived and worked alongside the French majority.



IMAGE 6. Louisbourg colonial society

**The Fishing Centre and Commercial Entrepot:** The cod fishery of the North Atlantic was more valuable to France than the fur trade of the interior of North America. The cod fishery as the cornerstone of Louisbourg's economy allowed it to quickly develop into an important trading centre, visited by vessels from France, the West Indies, Canada, New England and Acadia.

#### *Objectives*

The national historic significance of the Site will be communicated to the public when:

- there is an understanding and appreciation of the nature, extent and quality of Level 1 cultural resources and landscapes, and the role they can play in communicating messages of national significance,



IMAGE 7. Preparing the cod

- effective communication techniques are in place to convey messages of national significance to both on and off-site target audiences,
- the public is aware of and understands the events that occurred at Louisbourg during the commemorated period,
- gaps in the interpretive programs relating to Level 1 messages are addressed,
- the program is focussed on the Site's Level 1 messages,
- the public understands the importance of Louisbourg to the history of Canada,
- evaluations of visitor awareness and understanding of the Level 1 messages are undertaken.



IMAGE 8. Guided interpretive walk

### PART THREE

#### ***The Site's heritage values are respected in all decisions and actions affecting the Site.***

While the primary value of Fortress of Louisbourg National Historic Site of Canada lies in its commemorative intent, and those resources that reflect commemorative intent, the Site also encompasses extensive Level 2 cultural resources and other resources which impart value to the Site.

#### **Level 2 Resources and Historic Values**

##### *Museum building and caretaker's house*

These structures are designated Classified heritage buildings by the Federal Heritage Buildings Review Office (FHBRO). They have historic value in that:

- they are a discretely paired set of buildings evocative of French colonial architecture of the Baroque era, and
- they contribute to an understanding of the preservation movement in Canada.



IMAGE 9. Museum and caretaker's house

Commemorative integrity of these structures will be achieved when:

- the preservation of the buildings is assured,
- the role of the buildings in the preservation movement is communicated to the public.

#### ***Curatorial Collections***

About 40% of the objects are non-site-specific objects from the commemorated period, are original objects from later in the 18th or 19th century, or are 19th century reproductions. Objects include paintings, tapestries, and furniture. They are contemporary with or represent a continuation of traditions of the 18th century. They have historic value for:

- their surviving physical attributes,
- because they are typical of or contemporary with Louisbourg in the period 1713-1768,
- because, in the case of objects from later than 1768, they represent a continuation of the traditions of the 18th century.

Commemorative integrity of the collections will be achieved when:

- the collections are properly housed and cared for,
- they are available for study and presentation.

#### ***Archaeological Collection***

About 2% of the total collection is from the post-1768 community that developed on the ruins of the old town of Louisbourg. The collection includes tableware, glassware, ceramics and hardware. They have historic value for:

- their physical attributes,

- their reflection of the evolution of the Site in the 19th and early 20th centuries,
- their important associations with the continuing history of Louisbourg and the area, and with other aspects of Nova Scotia's history.

Commemorative integrity of the collections will be achieved when:

- they are properly conserved and stored,
- the artifacts are made available for research and interpretation.

#### *In-Situ Archaeological Resources*

These include 19th and 20th century archaeological sites such as "Old Town", the Marconi site, farmsteads, World War I and II installations. They have historic value for:

- their surviving physical characteristics,
- their association with other national historic sites in Nova Scotia, such as the Marconi Site in Glace Bay,
- the significance of resources such as 19th century farmsteads, and the railway to the local community and to the province of Nova Scotia,
- for their ability to help our understanding of the evolution of the Site during the 19th and 20th centuries.

Commemorative integrity of these archaeological resources will be assured when:

- they are properly protected,
- information on their association with other national historic sites is made available to the public,
- information on the significance of the resources is made available to the public.

#### *Lighthouse*

This is a FHBRO-Recognized heritage building administered by the Department of Fisheries and Oceans. It has historic value in that:

- the lighthouse represents a continuity of function from the 18th century through to the present day.
- it has defining heritage characteristics that require protection should an intervention occur.

Commemorative integrity of this resource will be assured when:

- the story of the lighthouse function is made available to the public,
- the defining heritage character of the building is protected and conserved.

#### *Landscapes*

Louisbourg has a number of Level 2 cultural landscapes from the 19th and 20th centuries such as at Rochefort Point and Kennington Cove. They have historic value in that:

- they contain physical/cultural components from the 19th and early 20th centuries,
- they bear witness to the evolution of the Site in the 19th and 20th centuries,
- they are complex and complete.

Commemorative integrity of these landscapes will be assured when:

- they are identified and evaluated,
- their essential defining characteristics are respected,
- the story of the landscapes is made available to the public.



IMAGE 10. Ceremony to erect the memorial monument by the Society of Colonial Wars in 1895

#### *Monuments*

Monuments and plaques such as the 1895 memorial erected by the Society of Colonial Wars have value because:

- they reflect the place of Louisbourg in the preservation movement,
- they are, in the words of J.B. Jackson, in *Concluding with Landscapes*, "reminders of long-range, collective purpose, of goals and objectives and principles."
- they are on-going expressions of veneration of the Site.

Commemorative integrity of the monuments will be achieved when:

- their preservation is assured,
- the stories of the monuments are presented to the public.

**Cemeteries (post 1768)**

There are three cemeteries from this period. They have historic value in that:

- they are evidence of the continuity of settlement from the latter half of the 18th century into the 20th century.

Commemorative integrity of the cemeteries will be achieved when:

- they are protected,
- information about their values is made available to the public.

**Level 2 Messages**

These messages communicate heritage values associated with Fortress of Louisbourg National Historic Site of Canada.

They are of secondary importance, and are not linked to the commemorative intent of the Site.

- the reconstruction and its place in the preservation movement,
- the story of the Marconi station at Louisbourg,
- Louisbourg's place in the larger family of national historic sites,
- the history of Louisbourg from 1768 to 1960,
- the interest in protection and interpretation of the Site between 1919 and the beginning of the reconstruction in the 1960s, including such initiatives as the museum building in the 1930s,
- natural resources and processes and their evolution since the 18th century. These messages will be effectively communicated when:
- activities, facilities, programs and services provide the opportunity for visitors and the public to acquire an understanding of these messages,
- the presentation of these messages does not detract from the communication of the commemorative intent of the site.

**Values of Other Resources**

**Natural Resources**

They have value:

- in contributing to ecological integrity,
- in the site's protected status,
- in special features such as the bogs and heathlands and the environment they provide for specific plant species, some of which have been designated rare by the province,
- in the habitat within the Site that helps to sustain wildlife and fish populations, such as the white-tailed deer and Atlantic salmon,
- in the Kelly Lake watershed and its continued protection as the water source for the community of Louisbourg.



IMAGE 11. Porcelain pinetree plate - reproduction

**Reproduction Curatorial Objects Collection**

The collection has value for:

- its powerful role in the presentation of Louisbourg (1713-68), because of the size of the collection and variety of costumes, furnishings, weapons, domestic objects,
- the supporting research and available documentation which provides information



IMAGE 12. Artisan shop - artisan constructing a wooden cart

for the appearance and construction of costumes,

- the accuracy of reproduction costumes and patterns, especially for prototypes and those used for interpretive display.

#### *Library/Archives*

This institution has value for:

- the size of its collection and its inter-relationship and interdependency from a research perspective,
- its rare (18th century) books, and
- the information available to staff and the public in the collection.

#### *The Reconstructed Townsite*

The reconstructed townsite has value:

- as a landmark in or icon to the preservation movement, a symbol to the Canadian public, conveying as it does a sense of Louisbourg in the commemorated period,
- as an assemblage or complex. The reconstruction has been a major statement of applied knowledge to this point. The value is in the collective nature of the reconstruction rather than in the individual elements. Thus, there is value in the arrangement of the fences, yards, and gardens, as well as in the collective nature of the reconstructed buildings, i.e. the 18th century landscape,



IMAGE 13. View of reconstructed townsite

- for the integrity it has achieved through its accuracy,
- for the Level 1 cultural resource components,
- for its aesthetic design,
- for its functional design,
- for the relationship between the reconstruction and its associated landscape,
- in addition, the reconstruction has value as a context for activities, for interpretation of the Site, for guided tours, animation, demonstrations, and exhibits. The reconstruction is a critical set piece for insight into another time,
- as a built asset,
- as an economic generator,
- as a national cultural phenomenon.

## 2.0 Situation Context

### 2.1 TRENDS

#### *Parks Canada and the Family of National Historic Sites*

Parks Canada's mission is to ensure that Canada's national parks, national historic sites and related heritage areas are protected and presented for this and future generations. These nationally significant examples of Canada's natural and cultural heritage reflect Canada's values, identity and pride. They are part of the inheritance of all Canadians.

National historic sites represent a true national partnership in the preservation of Canada's heritage. Across the country, 836 national historic sites have been designated by the Ministers responsible for Parks Canada but only 132 of them are administered or operated by Parks Canada (as of 1998). The others are owned by other levels of government, corporations and individuals. This partnership, which is often informal rather than formal, is symbolized by the term "Family of National Historic Sites." Parks Canada is committed to working with the other members of the family, promoting the application of the principles in the Cultural Resource Management Policy, and public awareness and understanding of all national historic sites. Fortress of Louisbourg staff are taking steps to do this with respect to the other national historic sites in Nova Scotia, such as Grassy Island, and with other sites that represent the same timeframe and themes.

#### *Economic Situation*

The recession period of the late 1980s and early 1990s dramatically affected the Canadian economy. Atlantic Canada has been slow to recover from this period and the downturn in the fishing industry has further affected the economy putting thousands out of work and forcing many communities to look for alternatives to traditional employment opportunities. Tourism is seen as an alternative career and employment opportu-

nity but a significant amount of community development including training and infrastructure is required.

Louisbourg is a good example of a community in transition from one based primarily on the fishery to one that is more varied in nature. It is expected that tourism will be a strong factor in the local economy in the future. Various government agencies in cooperation with the private sector are helping the community to develop sustainable tourism-related enterprises to revitalize the economy. This is being accomplished through funding, training, and various forms of assistance. The voluntary and private sectors will need to continue to play a strong role in this effort.

#### *Tourism*

During the late 1980s and early 1990s, tourism in Atlantic Canada was in a slight decline. Since 1992 however, tourism has increased with significant gains in 1998. The number of visitors and their geographic origins include:

#### *To Nova Scotia:*

- 1998 - 2,085,225 visitors
- 43% other Atlantic Provinces
- 30% Quebec/Ontario
- 13% Northeast and Mid-Atlantic United States

#### *To The Fortress of Louisbourg (paid visitors):*

- 1997 - 120,053 visitors
- 1998 - 132,260 visitors
- 18% Nova Scotia
- 6% other Atlantic Provinces
- 33% Quebec/Ontario
- 20% United States

Most visitors to Cape Breton, like those to much of Atlantic Canada, are interested in the coastal scenery, the culture and history, and many are visiting friends and relatives. The national park and national historic sites are the primary attractions on Cape Breton

Island with approximately one-half of visitors to Cape Breton visiting the Fortress of Louisbourg (MAP 3).

#### *Marketing Strategies*

There has been an increased emphasis on partnerships, particularly in the area of marketing. The newly formed Canadian Tourism Commission will see the consolidation of federal, provincial, and private sector funding for the marketing of Canada's tourism products and services. Over the past two years, the Atlantic Canada Tourism Partners, a combination of public and private sector groups has initiated several co-operative actions in support of Atlantic Canada's tourism attractions.

The Fortress of Louisbourg is one of six components of Parks Canada's Cape Breton Island Regional Marketing Strategy. Cooperation between the parks and sites will continue to provide increased marketing and promotional opportunities. In addition, co-operation is undertaken with various external agencies such as Enterprise Cape Breton Corporation (ECBC). This approach is expected to continue.

#### *Heritage Tourism*

The market for heritage tourism is expanding rapidly. The Department of Canadian Heritage launched the Heritage Tourism Initiative to assist in tapping emerging trends in global tourism and to improve Canada's position in the international tourism market. The Heritage Tourism strategy includes national and regional actions aimed at enhancement of the tourism industry, stakeholder awareness and cooperative activities which will optimize Departmental economic and social contributions. In addition,

the strategy aims to enhance traveller awareness and interest in heritage tourism experiences, opportunities and services. Heritage tourism markets are considered potential growth areas for Fortress of Louisbourg.

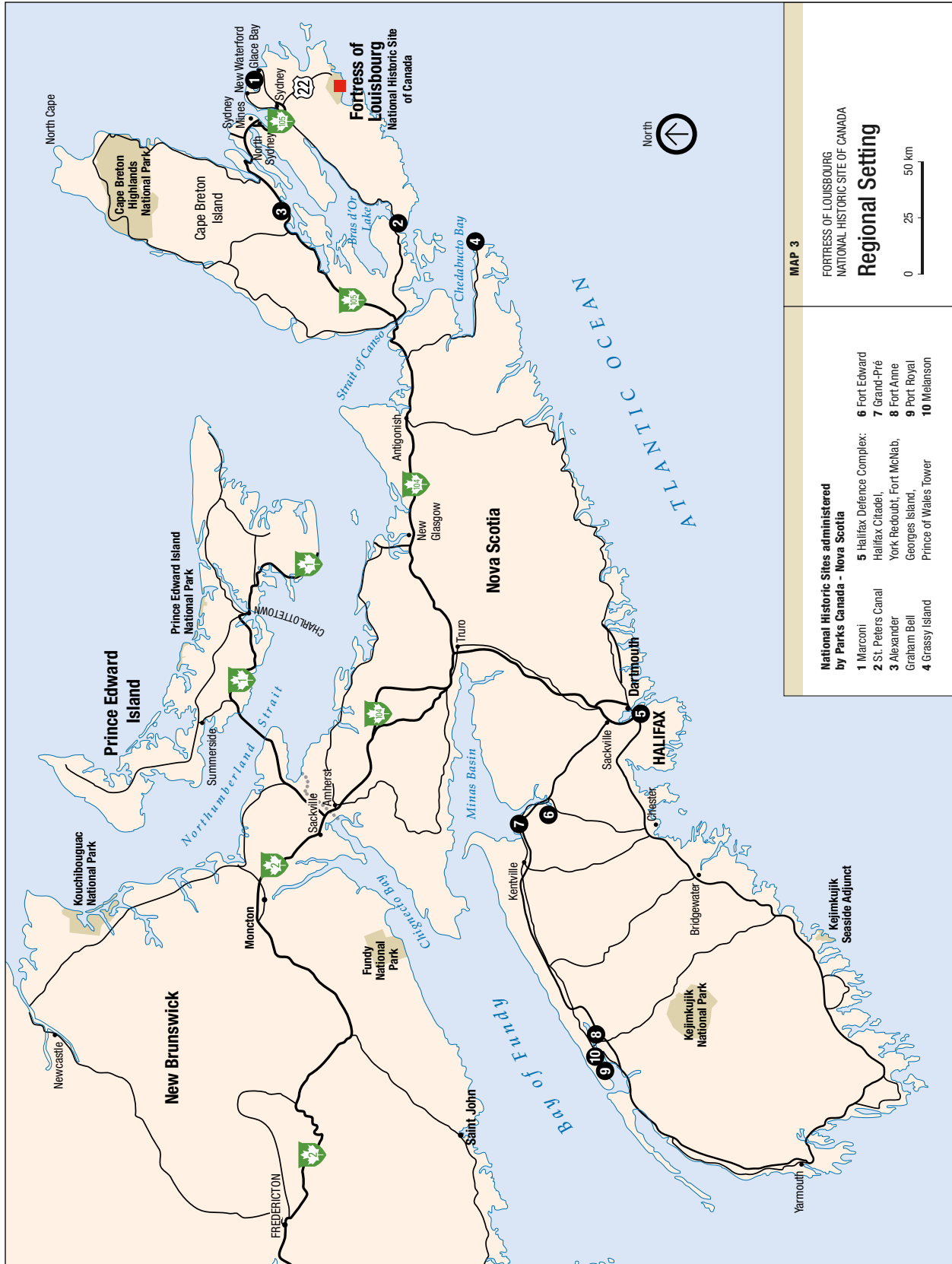
#### *Information Technology*

The extraordinary development of technology is influencing the way the tourism industry carries out its business and how consumers plan and purchase trips. The travel trade must contend with meeting the demands of an increasingly informed and experienced clientele. The range of technology offers the travel trade and consumers an array of services including general information on destinations, travel packages and services, and calendars of events and attractions. The Department of Canadian Heritage, through Parks Canada and the Heritage Tourism Initiative is exploring ways to provide information to a broader range of travel influencers and consumers including the Internet, CD-ROM, and virtual reality products. The Fortress of Louisbourg has placed information about the Site, its history and attractions on the Internet. In addition, staff are exploring the potential of virtual reality products. Fortress Louisbourg is information and visually rich. It is well-positioned to take advantage of the new and emerging technologies.

#### *Municipal Political Context*

As of 1995, Fortress of Louisbourg is located within the Regional Municipality of Cape Breton. This has occurred as a result of restructuring of municipal government on Cape Breton Island.







## 3.0 Strategic Direction for Commemorative Integrity, Stewardship and Visitor Services

### 3.1 VISION STATEMENT

Fortress of Louisbourg National Historic Site of Canada will be a centre of excellence in ensuring commemorative integrity and in meeting its stewardship responsibilities for the protection of ecosystem features.

The primary focus of this vision will be on ensuring commemorative integrity, specifically the protection and presentation of Level 1 cultural resources from the commemorated period. A secondary focus will be on the protection and presentation of Level 2 cultural resources. The reconstructed townsite will be maintained. Increased emphasis will be placed on the protection, presentation and enjoyment of the cultural and natural resources beyond the reconstructed townsite. Research, evaluation, consideration of historic value and monitoring will support these actions.

The communications program will be of high quality to sustain visitor and public interest. The gaps in the presentation of the Level 1 messages will be addressed. The Site will present the 18th century sense of the past within the reconstructed townsite. Accuracy will be an important consideration in maintaining the reconstructed buildings, structures and landscapes, and the animation program. The multicultural nature of 18th century Louisbourg society will be a recognizable component of the interpretation program. The presentation of the underwater cultural resources in the harbour will be realized.

High quality services will be a tradition in keeping with the 18th century ambience in the Fortress and the appreciation of the cultural and natural resources throughout the Site. These will be directed to satisfying visitor needs and expectations. The Site will entertain a variety of external proposals for services and facilities that will help staff facilitate greater use of the reconstructed townsite. The provision of modern services within the reconstructed townsite will be undertaken while ensuring commemorative

integrity, meeting presentation objectives, and maintaining a sense of the past. All decisions taken in this regard will reflect value for investment of Parks Canada's limited funding. Revenues and costs will be important considerations in providing these facilities and services.

The Site will be a major tourist attraction on Cape Breton Island contributing positively to the regional economy. The Site will be known nationally and internationally through marketing efforts undertaken with partners to ensure its stature as one of Canada's renowned national historic sites. The Site will have progressive working relationships with local communities, agencies, interest groups and the private sector that will help lead to positive benefits based on commemorative integrity, environmental stewardship and sustainable tourism. The Site will contribute positively to Canadian identity and be a source of pride to Canadians.

### 3.2 GUIDING DIRECTION

#### *Parks Canada's Business Plan*

Parks Canada's National Business Plan reflects a commitment to maintain, protect and present Canada's current system of national parks and national historic sites, and to expand the system to meet government direction. The plan essentially positions Parks Canada to accomplish this in a continuing environment of government restraint and declining appropriations.

The plan is based on an entrepreneurial approach to manage all revenues and costs wisely and efficiently. The essential objective of the plan is to achieve a sound financial basis for Parks Canada so that it can meet its three basic accountabilities:

- ensuring ecological and commemorative integrity
- providing services to clients
- expending public funds wisely and efficiently

***Cultural Resource Management Principles***

The management and operation of Fortress of Louisbourg National Historic Site of Canada are guided by Parks Canada's Cultural Resource Management Policy. Five principles have been established to provide a framework within which decision-making occurs:

- principles of value
- principles of public benefit
- principles of understanding
- principles of respect
- principles of integrity

Cultural resource management is an integrated and holistic approach to the management of cultural resources. It applies to all activities that impact on cultural resources whether they relate to protection, maintenance, appreciation or use. These principles are not exclusive, rather they share common elements and work most effectively when considered together. They are applied on a case by-case basis when considering individual or assemblages of cultural resources, as well as at the level of the overall management of the national historic site. Their application is the foundation for good cultural resource management because the principles are the means for evaluating the appropriateness of actions. They are integral to the successful management of the Site, and for Parks Canada staff and partners in all cooperative or shared management activities.

***Working Together -  
Toward Shared Management***

One of Parks Canada's guiding principles establishes the need to cooperate with a broad range of government agencies, non-profit groups, individuals and the private sector. This approach is reflected in Parks Canada's Business Plan which sets out a vision of shared responsibility and stewardship for Canada's heritage places. These relationships support regional integration, partnerships and all kinds of formal and informal arrangements for protection, presentation, programs and services. This trend will continue and be strengthened because of the recognition of the role these relationships can bring the Site. The shift here is one from a tradition of ownership to one based on leader-

ship, facilitation and stewardship, essentially a sharing of responsibilities with others in decision-making and program delivery.

Fortress of Louisbourg staff will assess opportunities for partnerships to achieve common objectives in the areas of commemorative integrity, natural resource protection and presentation, in the delivery of services to visitors, and in marketing the Site as a major destination and attraction. There is a need to integrate the planning, management and operation of the Site with that of the surrounding communities so as to have a positive impact on the region.

***Revenue Generation Framework***

A new approach to revenue-cost management has been developed for Parks Canada. Treasury Board policy provides guidance in the area of cost recovery and user fees. The basic concept is to have individuals pay for services and benefits that they receive. Where all Canadians benefit, these services and benefits are financed through appropriations. In line with this concept, Parks Canada charges a nominal fee for entry to the site and some basic services. All services that go beyond the basic level have a higher fee in line with the personal benefit received. In future, revenue generated at the Site will remain at the Site to help pay for the services offered.

Staff will undertake a business analysis of current and future services and will review and update fees to ensure they are fair, appropriate and in line with the value of the service offered. This will be accomplished in consultation with partners and the public.

**3.3 HERITAGE PROTECTION****A. Archaeological Resources*****Terrestrial***

Fortress Louisbourg is an extraordinary place. The Site encompasses the ruins of an entire 18th century fortified town, its suburbs, its outlying fortifications and lighthouse, roads connecting to neighbouring settlements, fishing establishments, and impressive remains of two military sieges.

The value of these cultural resources is not limited to their size and scope. Perhaps their strongest asset is their sense of place and ability to communicate the passage of time.

Fortunately, most of Fortress Louisbourg's archaeological sites lie at the surface. Visitors can easily see the ruins of the Royal Battery, various buildings, earthworks and bomb craters. They all leave a powerful image, one that clearly shows the massive scale of the French constructions and of the final siege of Louisbourg.

As rare as it is to have substantial ruins, it is equally rare to see such intact archaeological sites in their original setting. Many colonial sites are now located in modern urban centres. A visitor to Fortress Louisbourg is fortunate to be able to experience the archaeological sites along with a wonderful sense of place, one that is remarkably similar to that of the 18th century.

#### *Nature of the Archaeological Resources*

Most of Fortress Louisbourg's archaeological resources come from two sources. The establishment of a French fortified town with a thriving fishing and trade economy, and its defence. The other is the British presence through two sieges and subsequent occupations (MAP 4).



IMAGE 14. Archaeologists exposing 18th century drain

Louisbourg harbour was first intensely settled by the French in 1713. The French had been forced to move their base for the north Atlantic fishery from Newfoundland to Cape Breton Island and Prince Edward Island. When Louisbourg became the colony's capital, the royal engineers laid out a plan with rectilinear town blocks and wide streets leading to and from the quay surrounded by fortifications.

The implementation of the town plan had a profound effect on the landscape. The French excavated the large ditch encircling

the landward face of the town, built the bank or glacis along the town's edge, levelled hills, blasted bedrock outcrops, and reconfigured two large ponds through in-filling. The town was further shaped by being the administrative centre that needed capital investment in public buildings, roads, wharves, fortifications, and lighthouse. The town's flourishing economy provided the capital for the construction of many private homes and businesses, and nourished a confidence in the town that led to improvements and expansion, and the return of the French in 1749 after the first siege.

This level of activity was not limited to the townsite. By 1734, 44% of the town's population lived beyond its walls along the shore in the shelter of the harbour. Here they built fishing establishments consisting of homes, storehouses, staging, wharves, and gardens. Other properties included taverns, a butchery, an early governor's residence, and an area for ship repair or careening.

In addition to the thriving commercial ventures, two major elements of the fortifications were built outside of the town. The Island Battery was constructed on an island in the mouth of the harbour. The Royal Battery on the north shore guarded the harbour entrance and channel.

The walled town, its suburbs and satellite communities were linked by roads, some of which are still in use today. Former route 22, the compound service road and parts of the Kennington Cove road were built during the French regime as was the Old French Road, now used as a walking trail.

As remarkable as the French remains are, Fortress Louisbourg's archaeological resources also include extensive remains of the British presence. The second siege in particular left a profound mark on the landscape and a wealth of archaeological resources. The artillery "train", 13,000 troops, and all logistical support occupied an area that stretched from the coast near Kennington Cove in an arc to what is now the administrative and maintenance compound area. Each regimental camp housed 1000 or more soldiers in huts and tents and provided all shed, sentry posts, entrenchments, ovens, and latrines. Additional quarters and positions



IMAGE 15. Section of north wall - British siege site

were established near what is now the visitor reception centre and the lighthouse. Offensive works were also built including blockhouses, redoubts, redans, batteries and roads. After the siege and the withdrawal of the garrison in 1768 these works were dismantled or abandoned.

By the early 1770s the town population consisted of some 33 families, headed mostly by disbanded British soldiers. This change from an urban centre to an essentially rural one happened within a few years. Those who stayed or came were dependent on subsistence living based on the fishery and farming. This trend carried on for generations with slow growth and settlement. Over time, much of the population shifted to the north shore of the harbour toward the modern community of Louisbourg, although some settlement remained at Kennington Cove and along the main roads. Twentieth century interest in site protection culminating in the establishment of the National Historic Site led to the final impacts on settlement patterns and use.

#### *Status of Cultural Resources Inventory*

To date there are 466 Level 1 and 452 Level 2 in-situ resources inventoried outside the walls of the fortified town.

Much of the Site has not been surveyed or examined in detail. Most areas that have been surveyed have received only a baseline survey. During the reconstruction phase, archaeological research focussed on the salvage excavation of the areas of the town chosen for reconstruction. Some selected areas outside of the fortified townsite were surveyed and excavated but work focussed on particular features and time periods.

During the 1980s a baseline survey was undertaken in the Fauxbourg, the north shore, Kennington Cove, the siege works along Freshwater Brook and at the Lighthouse, and a few additional outlying areas. The survey located and identified some 800 cultural resource sites. It amassed a large data base of historical and archaeological information, now accessible through electronic data bases.

Comprehensive surveys outside of the fortified town have been undertaken for areas impacted by specific developments such as the upgrading of route 22 and the installation of the new waterline. The only comprehensive surveys undertaken for cultural resource purposes have been the recording of the Royal Battery prior to the construction of the protective seawall, the testing and salvage excavation of sites eroding along the north shore, and the testing and survey of Rochefort Point.

Since the 1980s Global Positioning Systems (GPS) has improved survey work locational technology. GPS has demonstrated

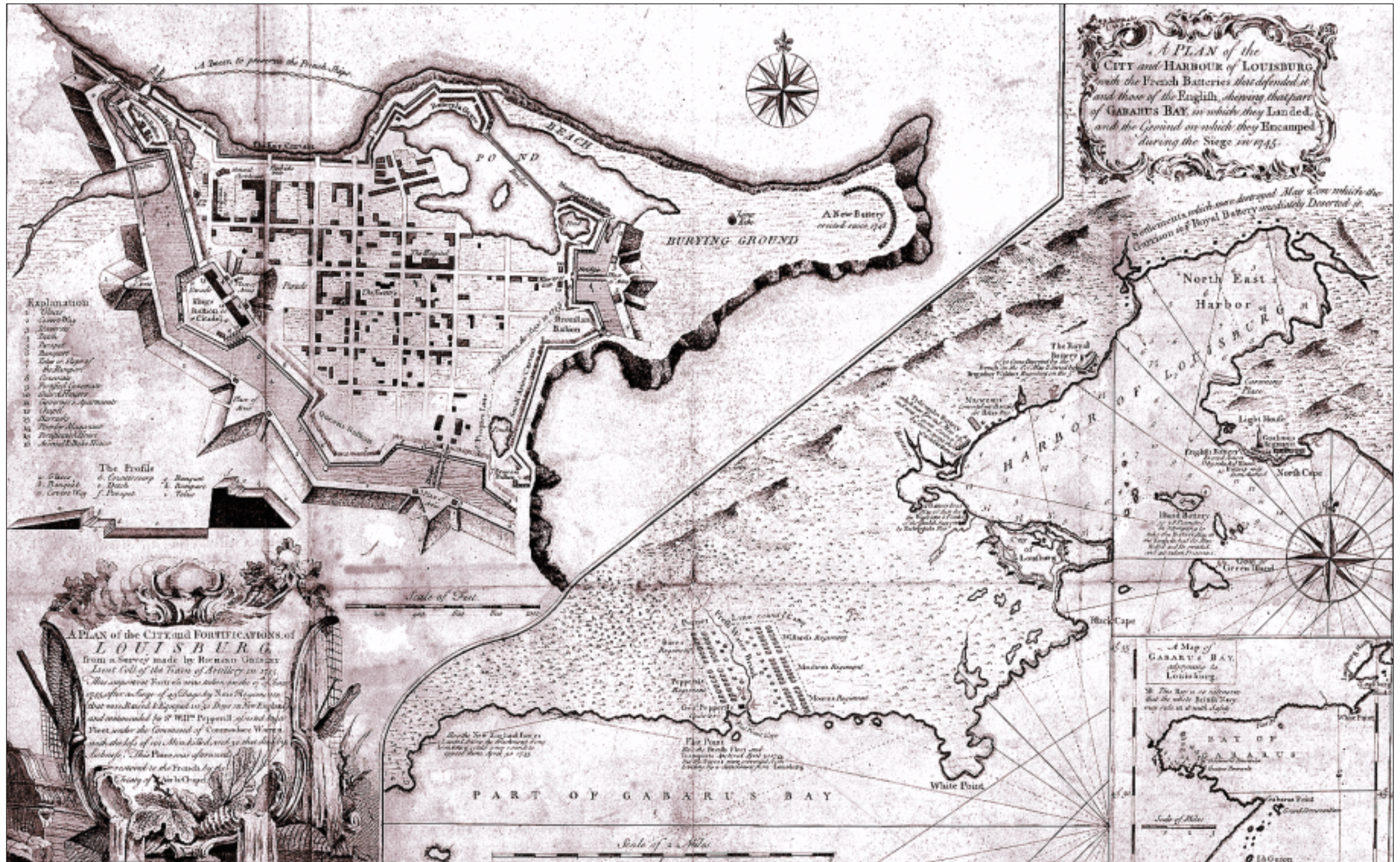


IMAGE 16. Aerial view of earthworks near barachois

that former practices of baseline survey work (using map and compass) are not precise enough for impact assessments and environmental screenings. Recent experiences with the Fleur-de-lis Trail and waterline replacement substantiate this. The lack of sub-surface testing and of models of particular kinds of sites such as the siege works leaves staff unable to assess adequately and efficiently the impact of developments and in some cases to monitor, identify and assess threats properly.

The townsite has two inventory problems. The area not reconstructed or 75% of the





This plan depicts the fortified town and the location of the besieging forces during the first siege of Louisbourg.

FORTRESS OF LOUISBOURG  
NATIONAL HISTORIC SITE OF CANADA  
1745 - Siege of Louisbourg







townsite has never been surveyed. The only exception is the hospital and a small area of the town ruins. Within the reconstructed townsite, significant portions of properties especially the yards, and parts of the streets, were not excavated. Although detailed records on the excavations are available, consistently accurate records on features such as paved walkways, wells, foundations etc. that were left in place are unavailable. Further, few records were kept of the impact of the construction on the remaining archaeological fabric.

#### *Threats*

**Vegetation** - Most archaeological sites outside of the townsite are now covered by forest. Generally, this was not the case prior to Parks Canada assuming ownership of the land in the 1960s. As a result, many of the siege positions are threatened by tree growth and windfalls that can destroy stratigraphic relationships and damage the ruins of masonry features. A multi-year project has been initiated to address the problems posed by vegetation to the siege sites and to gather more precise locational information for these features.

In the mid-1980s Site staff stopped burning the fields in and around the townsite, and limited the amount of brush cutting and mowing. As a result much of the landscape and many of the archaeological sites are now covered with alders. The impact of woody plants on an archaeological site that for the most part exists at or near the surface is profound. The vegetation control techniques recommended by the siege site conservation project will also be applied to those sites in the town, its suburbs and nearby fields.

**Erosion and Rising Sea-Level** - Fortress Louisbourg's coastline consists of bedrock, till cliffs, cobble and sand beaches. Aerial photo analysis shows that 7 metres have eroded from locations on Rochefort Point and the North Shore since 1950. Current tide levels are 80 centimetres higher than 18th century datum. Studies suggest land subsidence is 30 centimetres per century along this coast. This trend will continue.



IMAGE 17. Coastal erosion on north shore

The rising sea level and continued erosion of the shoreline threaten archaeological resources lying close to the coast, as well as the reconstructed townsite itself. There is a need for a comprehensive plan for the protection of these resources.

The Geological Survey of Canada is undertaking a study of the geology of the harbour and its adjacent coastline. The study has three phases; the first two include shoreline and marine surveys. The third involves engineering and modelling components, including the modelling of marine processes, and the development of a shore protection plan that will recommend strategies and actions for the protection of threatened archaeological resources.

#### **Working Ruins and Recycled Artifacts** -

Within the reconstructed townsite there are a number of in-situ cultural resources that are exposed as exhibits or that have been incorporated into the reconstructed buildings or structures or landscape components. Examples of exhibits are the Loppinot and Fizel house ruins. The sites were excavated and the surviving masonry stabilized. Both have interpretive panels and function as an outdoor exhibit.

In other areas buildings were built on original foundations. The De la Vallière storehouse includes an original stone paved floor and the base of the original masonry foundation and footings. The counterscarp wall of the Dauphin/Kings Bastion outer works is also built on the surviving original wall. Extant original structures that are currently exposed are the postern tunnel and the counter-mine tunnel in the King's Bastion. Projects

have been initiated to address the conservation of the resources that are in poor condition particularly the Postern Tunnel and outer defences, but these projects have not yet determined the appropriate solutions or interventions.

**Development** - Since the 1960s development has included a variety of visitor, operational and administrative facilities and services. These include construction of trails, roads, parking lots, buildings, services, outdoor exhibits, etc. Environmental assessments are essential to preventing and mitigating impacts on cultural resources. Much of the solution in future lies in good cultural resource management: inventory, evaluation, recognition of historic value, monitoring and visitor appreciation of the values.

The long-term objective is to ensure that the archaeological resources are in good condition. Surveys, assessments, mitigation and conservation efforts will continue where needed to address threats, upgrade the condition of resources, and ensure these resources are properly recorded and protected. Changes in the condition of archaeological and built resources will be reported through the State of the Parks Report.

#### **Strategic Actions**

- The impact of development, maintenance and interpretive decisions on the Site's archaeological/ cultural resources will be considered. The continued role of the Senior Archaeologist as an environmental assessment co-ordinator is pivotal in ensuring this action.
- Complete the cultural resource inventory and evaluation for the Site. The following list prioritizes the areas to be inventoried and the first is considered urgent:
  - remains of the fortified townsite
  - areas of the Site likely to contain level 1 resources, such as the Old French Road
  - areas of the Site likely to contain level 2 resources, such as the farmsteads west of Kennington Cove.
- Ensure there are effective measures in place to monitor sites for vandalism and pothunting. Identify monitoring strategies,

developments, public education and/or uses that will help control the problem.

- Seek opportunities to improve the presentation of the archaeological resources, especially Level 1 cultural resources, to visitors and the public. This will be addressed through the completion of the interpretation plan for the Site.
- Complete the geological study of the harbour and coastline, and develop an archaeological resource conservation plan for those resources threatened by the sea.
- Develop and implement a resource conservation plan that mitigates the damage of forest cover and woody plants to Level 1 and 2 archaeological resources as referenced in the State of the Parks Report.
- Develop and implement a resource conservation plan to address the conservation of Level 1 and Level 2 cultural resources located within the reconstructed townsite as referenced in the State of the Parks Report.

#### **Underwater**

There are significant underwater cultural resources within and adjacent to the Fortress of Louisbourg National Historic Site of Canada. In 1996, the Historic Sites and Monuments Board of Canada recommended the shipwrecks and other submerged resources dating from the 18th century in and around the harbour to be of national significance. The ones that have received the most attention are the remains of ships that were sunk in the harbour in the second siege in 1758. These ships, of which there are nine, are outside the boundaries of the National Historic Site, but Fortress staff are active participants in the protection and management of these cultural resources. There are at least 26 documented sunken ships from the period 1713-1758 in the harbour and adjacent areas of the ocean.

The ships in and around the harbour relate directly to the commemorative intent of the Site. They are Level 1 cultural resources, even though they are outside the Site's boundaries.

Within the Site's boundaries, there are also known cultural resources in the ponds on the west and east sides of the reconstructed town-

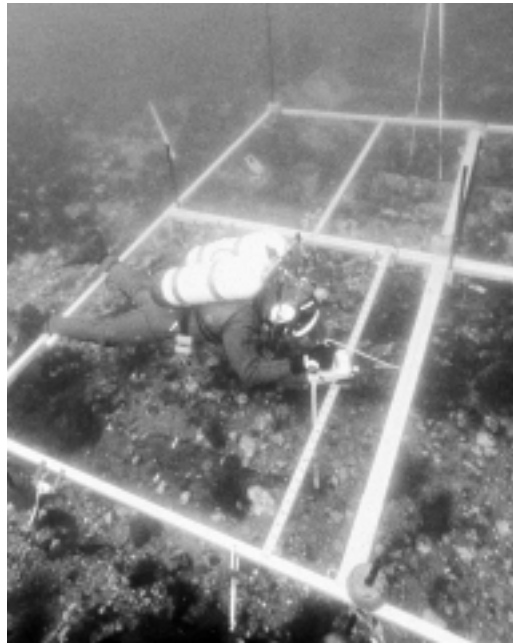


IMAGE 18. Underwater archaeologist recording shipwreck remains

site. The lakes and streams, of which there are many, have yet to be examined.

Five harbour surveys of underwater cultural resources have been carried out since the 1960s. These surveys were designed to locate, inventory, and evaluate major underwater cultural resources related to 18th century Louisbourg. The information has proven helpful in managing the resources and will be important in their future presentation.

Access to the cultural resources within the harbour is controlled by the federal Department of Transport through the Harbour Master. A permit issued by the Harbour Master is required to dive in the harbour for any reason. In cooperation with the Harbour Master, the Site's dive team monitors the ships and diving activity.

Individuals who are searching for archaeological materials are also required to have provincial permits. The Special Places Protection Act requires individuals to obtain a Heritage Research Permit from the Nova Scotia Museum. In addition, the Treasure Trove Act requires individuals searching for treasure to have a Treasure Trove Licence, issued by the Nova Scotia Department of Natural Resources. Parks Canada also requires a permit for individuals who are searching for archaeological resources for

which the Department of Canadian Heritage acts as the agent for the Crown. Parks Canada has acted in this role since the 1960s for the sunken ships in the harbour.

Until quite recently the government of France has claimed an interest in French ships sunk at Louisbourg. The French government has now confirmed federal crown jurisdiction by ceding its interests in French ships sunk prior to 1763.

During the last two decades there has been a rise in the popularity of eco-tourism and the development of marine or dive parks. Staff have successfully helped to protect known resources in the harbour and are just beginning to interpret them for the diving visitor. These resources could provide dramatic and interesting vehicles for interpreting the marine and naval history of Louisbourg. Joint ventures with tour companies or film/video production houses could also provide a source of revenue.

While ships sunk in and around the harbour have attracted more attention than other underwater cultural resources, there is a need to investigate the ponds at the western and eastern end of the fortified town. The eastern pond is threatened by coastal erosion where the barrier beach has been breached in severe storms.

#### *Strategic Actions*

- Parks Canada will continue to participate in the management of the underwater cultural resources located in Louisbourg harbour, to see the completion of the assessment of resources, and to improve the diving guidelines.
- Parks Canada will initiate and implement an assessment of the underwater resources within the Site, with the townsite ponds as the priority.
- Parks Canada will seek means of expanding the interpretation and presentation of the underwater cultural resources associated with Louisbourg's commemorative intent. Cooperative approaches will be explored and revenue potential will be assessed.
- Parks Canada will continue to demonstrate leadership in helping to preserve

and protect the underwater cultural resources on Canada's Atlantic coast.

- Parks Canada will participate in the development of sustainable tourist or research use of underwater resources in a manner that ensures their long term viability.

#### **B. Cultural Landscapes**

Although definitions vary, there is an emerging view that cultural landscapes consist of three categories:

- designed landscapes - the products of deliberate creation, perhaps to meet aesthetic criteria;
- evolved landscapes - both relict and continuing landscapes that result from the interaction of humans with their natural environment;
- associative landscapes - places considered special because of their association with people, events, or belief systems.

Fortress Louisbourg has examples of each of these categories and they exist in an unusual degree of preservation. The construction of the large fortified town created the most obvious example of a cultural landscape. Today, Louisbourg exists partly as a reconstruction, but most of the historic townsite still exists as a relict designed landscape, with the block plan, military outworks and building foundations still visible. This landscape is a Level 1 cultural resource.

The French also settled in other locations at Louisbourg, most notably along the north shore of the harbour. Surviving features around the harbour from the French period include Island Battery, Royal Battery, the lighthouse site, and ship repair facilities at Careening Point. These are all Level 1 cultural resources. In some cases they exist in combination with features from later periods, and constitute, as in the case of Lighthouse Point, an evolved relict landscape.

There are also significant viewplanes within the cultural landscapes like those from the reconstructed townsite to Lighthouse Point and the north shore.

The French occupation resulted in major impacts on the natural environment. Indigenous forests were cut for several kilometres around the town for firewood and

building materials. As a result, original tree species such as red spruce, white pine, and yellow birch are largely absent today, having been replaced by a forest cover of white spruce, black spruce, and balsam fir. At the same time, significant natural features such as Freshwater Brook and Wolfe's Lookout have survived from the period of commemoration. In some cases, the regenerated forest has obstructed viewplanes that were significant in the 18th century.

There are also archaeological sites associated with the two sieges of Louisbourg. The surviving sites are valuable in their complexity and completeness of 18th century siege techniques.

The settlement pattern that developed after the French period is distinctly different from the French pattern. It began with the withdrawal of the last of the British garrison in 1768, and the settlement of discharged soldiers and emigrants within the French ruins and along the north shore of Louisbourg harbour. This pattern slowly evolved throughout the 19th and early 20th centuries.

There is a need to integrate the protection and presentation of cultural landscapes into management decision-making. The concept of cultural landscapes offers an integrative approach to the management of cultural resources. Rather than considering resources individually, emphasis is placed on defining the larger settlement imprint. Louisbourg has considerable potential for the identification, protection, and interpretation of cultural landscapes. Successive settlement patterns are readily discernable, and further study may result in the identification of Level 2 landscapes in relation to post-1768 settlement in areas such as Kennington Cove or in association with the Marconi station.

It should be recognized that Louisbourg consists mainly of relict landscapes. There is no need to recreate 18th century landscapes. It should also be recognized that there is the potential for cooperative efforts to protect and interpret landscapes in and near Fortress Louisbourg, such as the harbour and its environs, and the continuation of the Old French Road beyond the Site boundaries.

**Strategic Actions**

- Fortress Louisbourg’s cultural landscapes will be identified and evaluated, using cultural resource management policy and accepted criteria, and staff expertise such as in archaeology, history, landscape architecture and natural resource conservation. Priority will be given to Level 1 cultural landscapes. Eventually, a cultural landscape conservation plan should be completed to identify the major policies and guidelines that Site staff will use to manage, maintain and monitor these landscapes.
- The concept of relict landscapes will be applied. There is little advantage in trying to recreate living 18th century military or settlement patterns. One intervention that should be evaluated is the recreation of viewplanes.
- Cultural landscapes will be more fully interpreted at Fortress Louisbourg. Relationships between human settlement and the natural environment should be incorporated.
- Cooperative arrangements for the protection and interpretation of cultural landscapes that extend beyond the boundaries of the Site will be pursued.



IMAGE 19. The museum

**C. Museum, Caretaker’s House and Lighthouse**

The Canadian government built the museum and caretaker’s house in 1935-36. The two structures are representative of an era in which similar buildings were erected in other national historic sites to present and commemorate Canadian history. The two buildings are storey-and-a-half, stone-faced, copper-roofed structures whose major elaboration consists of prominent gabled entries



IMAGE 20. View of current lighthouse

and dormers set into their hipped roofs. The museum is joined to the caretaker’s residence by a small walled courtyard. The design is evocative of French colonial architecture of the Baroque era. Inside, the museum is organized as two large open spaces at basement and ground floor levels.

The museum is closely associated with J. S. McLennan and his daughter, Katharine McLennan. J.S. McLennan’s personal collection of research materials and artifacts formed the core of the museum’s collection for its first 25 years. Katharine McLennan was named honorary curator of the museum in 1935, and remained in charge until the 1960s. The museum still houses exhibits illustrating the history of Louisbourg including her large model of the fortified town as well as her father’s collection.

The museum and house are across from the Governor’s Garden, at the edge of the reconstructed townsite. The site immediately around the buildings has changed very little since their construction. These 1930s structures are sympathetic to the reconstructed townsite, and fit comfortably within the landscape.

The Federal Heritage Buildings Review Office has designated these structures as classified heritage buildings. As a result, the buildings are Level 2 cultural resources and will be managed accordingly.

The current lighthouse is the third to grace Lighthouse Point marking Louisbourg’s long and rich maritime history. It was constructed in 1923 close to the ruins of the former two lighthouses. The lighthouse represents a continuity of function at this location since the 18th century. It is administered by the federal Department of Fisheries and Oceans.

The Federal Heritage Buildings Review Office evaluated the structure and designated it as a recognized heritage building. The defining heritage characteristics that led to the designation should be protected. Because the lighthouse is located within the National Historic Site, Parks Canada has an interest in seeing the heritage character of the structure preserved.

#### *Strategic Actions*

- In light of the designation of these structures, their heritage character must be respected.
- Interventions will require a review by the Federal Heritage Building Review Office.
- Parks Canada will continue to present the story of these structures and their place in the history of Fortress Louisbourg.
- Parks Canada will encourage the Department of Fisheries and Oceans to protect the heritage character of the Lighthouse.

#### **D. Archaeological Collection**

The archaeological collection consists of two components: the artifacts recovered during 35 years of an archaeological program at the Site, and the records, reports and notes generated by excavation, analysis and collections or resource management.



IMAGE 21. Ceramic objects in archaeology collection

The artifact collection, consisting of approximately 5 million items, includes a wide variety of materials with diverse storage and conservation requirements. The vast majority of the artifacts date from between 1713 and 1768, except for some which were deposited during subsequent settlement.

Two types of storage systems are used to house the collection. The first is an open area storage allowing for easy access to the material. It ensures that efficient use is made of a researcher's time, and affords a safer environment for those artifacts which are unique or have received conservation treatments. The open storage segment of the artifact collection has been consolidated in one of the buildings in the maintenance compound. The storage area is heated and monitored for humidity to ensure that a stable environment is maintained. The artifacts stored here consist of all the ceramics, glass, treated or priority metals, some building materials and small finds.

The second system is dormant storage. It is used for that portion of the collection that is referred to infrequently. It also includes over-size pieces. There are three classes of material in dormant storage: dressed building stones, nails, and faunal remains. This collection is not consolidated and is found in different buildings in the reconstructed townsite and in the compound. These storage areas do not offer stable environments.

The records collection includes three categories of materials: those generated in the field during excavations, those derived from the analysis of fieldwork or artifacts, and those needed to manage the collection itself and the in-situ archaeological sites. The largest part of the collection consists of paper records, including field note books, survey books, research notes, maps, drawings, and photographs. Two major databases are also maintained for managing the in-situ resources.

Excavations in support of the reconstruction at Louisbourg examined approximately 30 per cent of the fortifications, about 20 per cent of the townsite and a small portion of the outlying suburban properties. The excavation of the military component of Louisbourg has extensively sampled all the major types of defensive features. The extensive offensive



IMAGE 22. Conservator working with porcelain dish

features have not been sampled. Excavations of the townsite and suburban properties examined public structures, homes, gardens, storehouses, taverns, kilns, bakeries, forges, streets, walks, and fences.

Given that there was little use of the townsite after the 1760s, the archaeological record is rich in material remains from the period 1713-1768 and has produced very little material from the end of the 18th century and later. At least 98 percent of the collection is tied to the commemorative intent of the Site and is a Level 1 resource. The remaining 2 percent are considered Level 2 cultural resources primarily because of their association with the evolution of the Site.

The Level 1 collection is a uniquely valuable resource, with artifacts from over 50 separate but related properties, most of them completely excavated. And it is the only collection that is backed up by a major historical research program that sets many of the archaeological materials in their appropriate social, economic, functional and chronological contexts.

The collection is an unparalleled resource for study and research purposes, but its potential has barely been tapped. The only area that has been systematically studied is the fortifications. However, archaeology of the townsite has the potential to produce dozens of comprehensive works. The material culture of the fishery, heating and lighting, sanitation and hygiene are only a few examples of topics that could be addressed.

The collection has always been accessible to outside researchers. Portions of the collection have also been placed on loan temporarily to various museums and universities and

are used in the exhibit program. Most of these items are in the Typological exhibit, which is for the most part 20 years old. These exhibit materials are essentially the type collections and are the ones researchers are most interested in.

To improve on the accessibility of the collection, efforts are currently under way to access and inventory the entire collection, to store the originals in archival materials and proper storage environments, and to produce working copies of the records in an accessible medium, which for most will be a computerized format.

There have been many positive changes made to the organization, accessibility and security of the collection over the last fifteen years, yet there remain a number of problems, including:

1. the conservation treatment and the upgrading of the storage of the priority iron artifacts, small finds and oversize wooden artifacts.
2. the storage area in the Barracks attic, as it does not meet the minimal level of storage standards for the faunal and other material kept there.
3. the lack of collection maintenance and disaster plans.



IMAGE 23. Archaeologists viewing artifacts

#### **Strategic Actions**

- Given the importance of the archaeological collection, Parks Canada will adhere to the standards set by the Cultural Resource Management policy and the directive, Collections Management System: Archaeological Collections.
- Parks Canada will retain the collections and the lab at Fortress of Louisbourg National Historic Site of Canada.

- Parks Canada will continue to pursue and achieve the objectives of the backlog conservation project.
- Parks Canada will seek ways of maximizing the use of the collections for interpretive purposes.
- Access to the collection to outside researchers and institutions will continue.
- A collections management plan, including a disaster plan will be completed. This plan will become a part of the Cultural Resource Conservation Plan.
- A study of the collection areas that do not meet current procedures and standards will be specifically undertaken. This will be part of the collections management plan.

#### E. Curatorial Collections

The curatorial collections contain more than 14,500 objects. The objects are extremely diverse, ranging from pewter spoons to the cannon on the walls. The collections include historic objects from the period of the commemoration, historic objects reproduced in the 19th and early 20th centuries, modern reproductions and modern interpretive pieces. The collection was acquired from the mid 1960s to the early 1980s to meet the requirements for use and display in animation, period rooms, and exhibits.



IMAGE 24. The forge - senior artisan at work

In addition, there are the McLennan and Almon collections. The former collection consists of approximately 350 pieces gathered by J.S. and Katharine McLennan for the museum, but includes additions made between the late 1930s and the start of the reconstruction project. The Almon collection consists of approximately 120 pieces donated in 1945 by Albert Almon.



IMAGE 25. Collections assistant cataloguing a sword

A preliminary evaluation of the collections has been undertaken. About 40% of the individual pieces in the McLennan and Almon collections reflect the Site's commemorative intent and are classified as Level 1. These pieces include early surface finds. The McLennan and Almon collections are both considered Level 2 cultural resources, primarily because of their distinctiveness as a group of objects obtained by the Site. About 30% of the main collection consists of historic objects of the period of commemoration, or are 19th or early 20th century reproductions. These are Level 2 cultural resources because they are either typical of or contemporary with Fortress Louisbourg, or they represent a continuation of the traditions of the 18th century. Modern reproductions constitute the remainder of the collection.

There is a need to improve record keeping of the collection. This is a result of years of demands being placed on the Site's curatorial unit as a result of the size of the reconstruction project and the growth of the animation program. Currently, about 70 percent of the objects in the collections are fully catalogued, while 30 percent are registered or are incompletely catalogued. Dossier files containing historical information on the objects' relevance and authenticity were only established several years ago. At present, some 85% of the dossiers are inadequate for research and interpretive purposes. A multi-year project addressing the backlog of unregistered items has just been completed, and a similar effort is planned for the backlog of incompletely catalogued objects and incomplete dossiers.

The collections are widely dispersed within the reconstructed townsite, the compound, and the visitor reception centre. This



creates difficulties in ensuring appropriate use, security, conservation and inventory control. For operational considerations, historic objects (Level 2) are displayed and used in animated areas. This situation is being rectified through the exchange or replacement of historic objects by modern reproductions as resources permit.

There are conservation concerns for the collections. Continued use during animation means a continual replacement program. Environmental conditions have led to a marked deterioration of some older pieces, and a backlog of items requiring conservation exists. A multi-year conservation project is under way to address the backlog.

The size and complexity of the Louisbourg collections create difficulties. Presentation and storage of the collections are detrimentally affected by largely uncontrolled environments. Museum-quality conservation standards are unattainable. More practical measures will have to be studied and pursued to address protection and on-going care requirements. These measures will include the need to consolidate the current number of storage areas, and to screen the collection to identify surplus items. The solutions will not be inexpensive nor quickly assessed. Resolution will proceed as resources permit.

#### *Strategic Actions*

- Full registration and cataloguing of the collections will be undertaken.
- Parks Canada will address the conservation and storage requirements of the collections. This will be done in the context of preparing a curatorial collections section in the Cultural Resource Conservation Plan.
- Parks Canada will continue the project to replace reproductions worn out in animation, to replace historic objects in animated areas with modern reproductions, and will in the future look at the replacement, with reproductions, of historic objects (Level 2), requiring expensive conservation.
- Parks Canada will finalize the evaluation of the collections. The determination of levels of significance for the collections is necessary because of the implications for the conservation, storage and eventual size of the collections used and displayed in

the reconstructed townsite. This too will be completed for the Cultural Resource Conservation Plan.

#### **F. Cemeteries**

Parks Canada's management directive, "Human Remains, Cemeteries, and Grave Sites," provides direction for the management, treatment, maintenance and documentation of cemeteries and grave sites. As a general principle it states that all human remains, grave goods, cemeteries and grave sites will be treated with reverence, respect and dignity. The directive also states that management plans will address the preservation of grave markers and the identification of cemeteries and grave sites.

Louisbourg has a number of cemeteries and burial areas. They range from the Rochefort Point and Kennington Cove cemeteries, which may contain upwards of 1,000 and 500 burials respectively, to miscellaneous burials of single individuals, such as those of Battery Island and Simon's Point. The archaeological collection includes human remains from three excavations. The archaeology unit maintains files and records for each of the cemeteries. The location of most of the cemeteries is known only from the historical record, and the precision of this information varies greatly. All burial locations are considered during environmental assessments and every precaution is taken to ensure that none are disturbed.

Four of the burial locations have special characteristics:

- **Chapel Burials:** This is the best known historic burial area from the commemorated period. The burials under the chapel



IMAGE 26. The chapel

floor have been excavated several times and staff have detailed reports on the remains. The individuals have been re-interred. These burials are interpreted for visitors.

- **Rochefort Point:** This is the largest cemetery within the Site and is indicated on a 1744 French plan. It was used by the New Englanders in 1745-49 and by post-occupation British settlers until at least 1840. Further, the area is commemorated by numerous groups starting with an American group, the Society of Colonial Wars, in 1895.

Erosion along the north shore of the Point is a concern because skeletal remains have been uncovered in the past. Investigations have revealed that there are additional burials in this area. It is anticipated that the Geological Survey of Canada study, referenced in section 3.3.A, will help to prepare a management strategy to address this issue as well as others.

- **Stella Maris and St. Richards:** Both of these cemeteries are associated with the local Catholic church and are maintained under the terms of an agreement. Both have marked and unmarked grave sites. Only Stella Maris has vacant burial plots. These plots are used at the discretion of the family and parish. Family members regularly leave offerings, erect headstones or simply visit. Over the years the management of these two cemeteries has evolved with Site staff slowly assuming responsibility for their care, in accordance with the management directive. In 1995, after consultation with the parish and public,



IMAGE 27. Stella Maris Cemetery

staff relocated the gate on former route 22 and built a parking lot opposite the Stella Maris cemetery. This action has improved year-round access to the cemetery.

Current actions and responsibilities for Site staff include: maintaining records and photos of each cemetery, periodic inspection and patrols and arrangement of any needed maintenance, conservation of stone markers using Parks Canada's conservation guidelines, replacement of wooden crosses as required, and the care of lawns and fences consistent with the standards set for day use areas in the Site. On its part, the parish applies standards and policies it uses for the other cemetery it manages outside the Site. These are used as a basis of discussion regarding the ongoing management of these cemeteries.

#### *Strategic Actions*

- The interpretation and use of areas known to contain burials will continue to respect the spiritual and cultural affiliations of the individuals buried there, consistent with the management directive, "Human remains, cemeteries and grave sites."
- The management of Stella Maris will be consistent with Parks Canada's current management practices and with the standards and policies used by the parish for the cemetery that they manage exclusively. Any changes in access to the cemetery will be made in consultation with the parish. The landscaping standards for St. Richards and Stella Maris cemeteries will continue to meet the standards set for the day-use areas of the Site.
- Those cemeteries impacted by erosion will be monitored. Decisions concerning shoreline stabilization or other engineering interventions must consider the implications or impacts on the cemeteries in accordance with the management directive.

#### **G. Natural Resources and Ecosystem Management**

In national historic sites, the prime mandate is to ensure commemorative integrity. Yet, there is a recognition that natural ecosystem features frequently form an integral part of

the history and landscape of national historic sites. There is a need to ensure the protection of natural resources and ecosystem features consistent with the role of Parks Canada being an environmental steward. The cultural resource management principles of value provide policy direction for this role. This direction is based on an understanding that cultural resources, natural systems and people are highly interconnected. A holistic approach is essential to achieving a sustainable future.

**Historical Perspective**

Numerous modifications have occurred to the vegetation and landscape of the National Historic Site since the establishment of Louisbourg in the early 18th century. These include the construction of the Fortress itself, land clearing and modification for military purposes, animal grazing, cutting of timber for firewood, road and building construction, and introduction of non-native plant species. Some of the most substantial changes occurred in the 18th century when major cutting of the forests surrounding Louisbourg started in the 1720s for firewood, construction and military purposes. By the time of the second siege in 1758, almost all timber within 10 kilometres of the Fortress had been removed. Eastern hemlock and white pine were the preferred species and their removal accounts for their present-day rarity in the local area. The French modified the landscape immediately around the Fortress and along certain sections of the coast for defensive purposes. During both sieges the New Englanders and British left their imprint on the landscape



IMAGE 28. *Angelica* (*angelica* sp.); an introduced species



IMAGE 29. View of coastline towards Lorraine Head

through the construction of siege works and encampments.

After the fall of Louisbourg, lands were cleared for agricultural purposes especially near the coast and in the interior along the roads. Remains of homes, farmsteads and fields are still visible. The remains of commercial use are still evident on the west side of Kennington Cove. Logging was extensive throughout the area over time. It is estimated that the Site has been cut 3 to 5 times since the early 18th century. Evidence from more recent mineral exploration in the Mineral Reserve Area can also be found. Clearly, past actions have had a major impact on the landscape one sees today. The relationship between the land and its resources, and the use made of them over time is an important consideration in understanding the natural environment of today.

**Resource Description**

Fortress of Louisbourg is one of the largest national historic sites in Canada with a 60 square kilometre land base and a 31 kilometre long coastline. The Site is characterized by undulating to rolling hills consisting of shallow soils over bedrock and interspersed by wetlands, bogs, brooks and streams. The coastline is mostly characterized by cliffs and rocky beaches with the exception being Kennington Cove where sandy beaches occur. The hydrology is typical of Nova Scotia coastal lowlands consisting of shallow lakes, ponds and brooks.

The vegetation is predominately a boreal forest influenced by a maritime climate with cool summers, high rainfall and frequent fog. Three-quarters of the Site is forest covered with balsam fir and white spruce as dom-

inant species. Wetlands, a result of glacial scouring and deposition, occupy about 10% of the landbase with bogs being the major type. Heathlands, commonly referred to as barrens, are located along the coast and occupy another 5% of the Site. Disturbed areas comprise about 8% and consist primarily of former areas that were settled or farmed.

Mammal species are generally representative of those found on the southeastern portion of Cape Breton Island. The Site acts as a refuge for mammals, especially migrating deer, because of its protected status. Although the Site boundary is the mean high tide mark, there are marine resources worthy of note including seals, seabirds and ducks. The three islands located at the mouth of the harbour, one of which, Battery Island, is within the Site's boundaries, are nesting areas for gulls, cormorants, and guillemots. Inland, the avifauna closely resemble that present in Cape Breton Highlands National Park with high species diversity and low abundance. Fish habitat is primarily small slow-flowing brooks and shallow lakes that can become warm in summer. Of the varieties present, three are game species, Atlantic salmon, brook trout and rainbow smelt.

#### *Ecosystem-Based Planning*

The Resource Description and Analysis was completed in 1990. An interim Site Conservation Plan was completed in 1987 and updated in 1992. An Ecosystem Conservation Plan is now under way and will evolve from the former documents to address long-term natural and cultural resource concerns.

The biophysical database stems from the mid-1970s. The vegetation cover, however, is updated from 1993 areal coverage. The database has been converted to digital form suitable for Geographic Information Systems. The use of the natural resource data in combination with digitized cultural resource data, is helpful to staff in identifying and analysing the interrelationships between the two and in taking the necessary actions to address threats. In this context, managing the natural environment can help to reinforce the commemorative integrity of the Site.

Consistent with Cultural Resource Management policy, the completion of the database will lead to the identification of ecosystem features, habitat and species that are of special significance and worthy of protection as contributing to the diversity of the ecosystem of which they are a part. Research to date has identified the following special features.

#### *Vegetation*

About five percent of the landbase is heathland. Primarily located between Kennington Cove and White Point and east of Lighthouse Point, it extends along the coastline in an open rolling meadow-like strip providing a valued biological environment. The plant life clings to bedrock and shallow till and is strongly affected by the harsh marine environment. These salt tolerant, but stunted, plants are mainly Boreal with some Arctic-Alpine and Coastal Plain interspersed. Wetlands occupy approximately 10% of the landbase. Bogs are the most important type of wetland, especially raised bogs where hundreds of years of growth are evident. Characteristic bog vegetation is Arctic-Alpine with Boreal intermixed. Heathland and bogs have not been severely impacted over time by human activity and provide good opportunities for research purposes.

Ten rare vascular plant species have already been identified based on Nova Scotia lists. One of these is also identified on the Federal list of rare plants. Others classed as rare, vulnerable and uncommon are under scrutiny because of favourable habitat. Most of these species are found in the bogs and heathland. Research is continuing with information being shared with provincial agencies.

#### *Wildlife Habitat*

Habitat within the Site boundaries helps to support two known species worthy of protection. The White-tailed deer and the Atlantic salmon are both listed as protected species under the National Parks Act (Part II, Section II). A well-known feature is the winter migration of the deer through the Site to yard in the coastal areas. There, the deer find shelter in the white spruce forest cover and have access to kelp, a main winter food source,



IMAGE 30. White-tailed deer

where it washes up on shore. The numbers of deer fluctuate from year to year but they attract visitors interested in wildlife viewing. Atlantic salmon are present in three brooks, Kennington Cove, Freshwater and Gerratt. The last is a scheduled salmon stream. Parks Canada will protect the habitat that supports these species.

#### *Kelly Lake Watershed*

Kelly Lake watershed is the water supply source for the community of Louisbourg and the National Historic Site. Part of the watershed is within the Site boundaries; the shoreline of the lake forms the boundary in this area. Parks Canada will continue to protect the watershed area within its boundaries to help prevent contamination of the water supply.

#### *Cooperative Ecosystem Management*

The landbase of the Site cannot be managed in isolation from the surrounding areas. Land use activities can have a direct impact on ecosystem features and processes resulting in a variety of stressors. Stresses can originate internally or externally. Internal ones can include visitor use and activities, construction projects, overfishing, possible mining exploration and extraction in the mineral reserve area, and intrusion of non-native plant species. External ones can include logging near the Site boundary, hunting, the construction of the Fleur-de-lis Trail and off-shore oil spills. To address these, there is a need to take an ecosystem perspective that includes acquiring information on natural and cultural resources, ecological processes, and human

activities. This can only be achieved by working and cooperating with others in the local and regional area. There is a clear interdependency here among those involved.

Site staff are already cooperating with others in the region to exchange information on the greater ecosystem including the provincial Department of Natural Resources particularly for deer population statistics, the provincial Department of the Environment, and the federal Departments of Fisheries and Oceans, and Environment including the Canadian Wildlife and Atmospheric Environment Services. In future, more local cooperation will be sought with adjacent land owners, University College of Cape Breton, the Fortress of Louisbourg Volunteers, the new regional municipality, fish and wildlife associations and naturalist groups. Cooperation will be accomplished through both formal and informal arrangements. To be successful, Parks Canada will have to demonstrate stewardship by undertaking research and monitoring programs to improve the current state of knowledge of the stresses affecting important ecosystem features.

One of the first issues that needs to be addressed is the identification and evaluation of cultural resources. Their specific locations, condition and sensitivity are primary factors to consider when determining how the landbase will be managed. The Cultural Resource Management policy will take precedence in this context where cultural resources require protection. Any subsequent intervention into ecosystem processes will be carefully assessed before action is taken.

#### *Strategic Actions*

- Cultural resources will be identified, evaluated and managed according to the Cultural Resource Management policy.
- Research studies and projects will be pursued to address data gaps and inaccuracies in the biophysical database. Geographic Information Systems will be used for ease of management, analysis and presentation. Projects will be undertaken cooperatively where possible to achieve cost efficiencies.
- The Ecosystem Conservation Plan will be completed. The Plan will identify internal and external stresses, and highlight actions

and guidelines to address specific resource concerns.

- Site staff will monitor resources and ecosystem features that are determined to be of special significance.
- Site staff will monitor threats to both natural and cultural resources and assess the extent of the impacts.
- Site staff will contribute towards sound stewardship by:
  - a) managing natural and cultural resources in a holistic manner,
  - b) cooperating with outside agencies and groups to increase the knowledge base, allowing all parties to manage more effectively.
- An adaptive management approach will be the practice followed in decision-making and carrying out ecosystem management interventions.
- Site staff will increase the awareness of the Site's role in contributing to the protection of special ecological features and the broader ecosystem. This can be accomplished through the presentation program and will be considered in the completion of the Site's interpretation plan. A fascinating perspective can be given when the historical context is introduced. In this manner, Parks Canada will encourage and stimulate a broader environmental stewardship and understanding of human/environmental interrelationships.

### 3.4 HERITAGE PRESENTATION AND COMMUNICATION

#### A. The Reconstruction

As a result of the closure of a number of coal mines in industrial Cape Breton in the 1950s, the federal government set up a



IMAGE 31. Aerial view of the reconstructed townsite from the west



IMAGE 32. Dauphin Gate

royal commission to consider the future of coal mining in Cape Breton and alternatives to coal mining. The Report of the Royal Commission on Coal (Rand Commission) was completed in 1960. Among other measures, Rand recommended the symbolic reconstruction of Louisbourg sufficient to furnish a comprehensive representation of the material and cultural forms.

In response to the recommendations of the Commission, Parks Canada assembled a workforce to undertake the project including a wide range of professionals and skilled labourers such as historians, archaeologists, engineers, architects, interpreters, stone masons, and others. In 1962 the Historic Sites and Monuments Board of Canada, in discussing the reconstruction project, urged that "adequate precautions through proper historical and archaeological research be taken to ensure the integrity of any restoration." Between 1964 and 1980 the workforce reconstructed almost one-quarter of the 18th century walled townsite at Louisbourg comprising a cross-section of the town from the fortified walls to the waterfront (MAP 5).

The reconstructed townsite includes 65 major buildings and 21 associated small buildings or structures. The largest building reconstructed is the massive barracks in the King's Bastion. It includes the governor's apartment, council chamber, officers' quarters, chapel, prison, and barracks rooms. Other buildings reconstructed include the Civil Administrator's residence, the Engineer's House and King's Storehouse, and the smaller de Gannes house.

Associated buildings include stables, dove cotes, sentry boxes, an ice house and a lime kiln. In addition, the reconstructed town-







site includes two town gates, the masonry King's Bastion and Dauphin Demi-bastion, curtain walls, the quay wall, ditches, covered ways, glacis, various terre-pleins, the parade square, wharves, streets, and yards. An outlying building represents a fishing district known as the Fauxbourg.

The reconstructed townsite also includes various viewplanes, consciously recreated within the fortress walls to create an enclosed 18th century space, and outward vistas across a landscape that has seen occupation and use since the early 18th century.

The reconstructed townsite needs to be viewed as part of a larger picture. The townsite is inextricably linked to Level 1 cultural resources. Three-quarters of the original townsite, with the remains of walls and other structures, lies unexcavated adjacent to the reconstructed portion. There are Level 1 cultural resources, incorporated into the reconstruction, including the postern tunnels, mine gallery, wells, pavé, drains, etc. In addition, there are hundreds of other Level 1 cultural resources associated with the sieges of 1745 and 1758 surrounding the Fortress. This is all part of an information resource - a window on the 18th century including archaeological and historical records.



IMAGE 33. Louisbourg drummers and the Kings Bastion Barracks

The reconstructed townsite can be viewed from other perspectives as well. It offers a wonderful backdrop or context for a variety of activities. For interpretation, the reconstruction is a critical set piece for insight into another time. In addition, the reconstructed townsite is a powerful evocation of an ongoing community centred around the harbour. The vision and silhouette of Louisbourg across the harbour and against the sky add variety, texture and quality to the landscape. The reconstructed townsite reflects a belief in the desirability of making history accessible and understandable to Canadians.

The reconstructed townsite can be looked at as a model of the past and as an excellent example of applied research. It suggests important historical contexts, spatial relationships, textures, patterns of use, technologies, and above all, a sense of another world. On a macro level the research has led to one-quarter of the walled townsite being reconstructed with a form, level, and visuality that is an honest reflection of historical and archaeological knowledge. On a micro level, the design of the iron hardware, finish details on windows, doors and stairwells reflect a generation of effort to apply research conscientiously. However, compromises have occurred over the years as the reconstruction proceeded. Even now, as the recapitalization program proceeds, modern interventions are occurring for a variety of reasons, including meeting codes and standards, and ensuring the longevity of the reconstructed buildings.

The reconstructed townsite is a measure of the professionalism of staff at the Site. Staff have undertaken the research to support the reconstruction project and have compiled an important collection of artifacts, historical documents, reports and manuscripts in the process. All are critical to develop and enhance interpretation and to carry out the recapitalization program and daily maintenance.

The reconstructed townsite is Canada's largest and one of the largest in the world. The basic cost of the townsite was between \$25,000,000. and \$30,000,000., and has an estimated replacement value of \$87,000,000. in current dollars.



IMAGE 35. Formal garden behind De la Plagne house

The reconstructed townsite is a symbol of the preservation movement, a landmark for the community and nation, and an important economic generator for Cape Breton Island and the province. It conveys a sense of what can be achieved by a country interested in cultural stewardship. Nearly forty years after Justice Rand's recommendations, the positive impacts of Fortress Louisbourg are still being felt.

#### *Recapitalization*

More than thirty years of use by millions of visitors, deterioration associated with Louisbourg's coastal climate, and rising sea levels, have all led to considerable wear and tear on the reconstructed townsite. The microclimate of the townsite, with its rain, fog, and salt air, means that wood exposed to the elements does not dry out, and is subject to extreme fungal problems. A major program of structural repair to address the condition of the buildings is now under way.

The recapitalization project will ultimately mean that regular on-going maintenance will be adequate to ensure the effective management of the reconstructed buildings and structures.

#### *Future Reconstruction*

As early as the 1970s, there have been external proposals to reconstruct additional buildings beyond which Parks Canada had planned for and eventually completed. Examples include the Royal Battery and the hospital - two prominent structures on the 18th century landscape.

These types of proposals may continue to arise from time to time. The proponents of these proposals would be responsible for

meeting all the requirements of the Cultural Resource Management Policy on reconstruction. There is, however, much unused space in existing buildings and structures that needs to be considered first for whatever services and uses may be proposed.

#### *Strategic Actions*

- Parks Canada will complete the recapitalization program as resources permit. Once complete, the emphasis will be placed on proper on-going maintenance to safeguard the buildings and structures.
- Existing research information will continue to be considered in decision-making with respect to interventions required for the recapitalization program.
- Parks Canada will not pursue the reconstruction of additional buildings or structures beyond the boundaries of the current reconstructed townsite. The emphasis will be placed on utilizing currently unused or underutilized space when external proposals are put forward for new visitor services, programs or partnerships.
- Parks Canada will submit the complex of the reconstructed townsite to the Federal Heritage Buildings Review Office for evaluation when it becomes 40 years old.

#### **B. Level 1 and 2 Messages**

There have been many steps over the years that have led to a definition of the messages that are being interpreted at the Site. The deliberations and recommendations of the Historic Sites and Monuments Board have been key in this respect. The Board discussions during the 1920s and 1930s are very illuminating with respect to the Site's commemorative intent. By 1931, the Board had erected five plaques at Louisbourg. These plaques were important statements about the Board's perceptions of Louisbourg's history in the early years.

With the beginning of the reconstruction of the 1960s and 1970s, Site staff produced a number of documents that provided direction for Louisbourg's interpretive messages. These documents have largely provided the framework for current programming at the Site.

The recent completion of the Commemorative Integrity Statement has refocused Parks Canada's attention on Level 1 messages and Level 1 cultural resources. The Statement also identifies Level 2 messages. These do not relate to commemorative intent, but in most cases help to explain the evolution of the Site since the 18th century. A review of the Site's current interpretive situation, as it relates to the Site's Level 1 messages, reveals certain shortcomings.

*i) Louisbourg in the Anglo-French Rivalry in North America, 1713-68*

Louisbourg's role in the Anglo-French struggle for North America, and, by extension, the two sieges, is under-represented. It receives minimal attention in the Site's literature. While both animation and the reconstruction feature a heavy military emphasis, such programs respond best to questions on the immediate and specific rather than larger, more contextual geo-political issues. Linked to this message is the French alliance with the Mi'kmaq. That alliance, and French relations with the Mi'kmaq are generally under-represented.



IMAGE 35. Musket salute from the Compagnies franches de la Marine

*ii) Louisbourg: Fishing Centre and Commercial Entrepot, 1713-58*

The Louisbourg fisheries do not receive adequate coverage. They were central to Louisbourg's history, but their scale and complexity are difficult to visualize today. The Des Roches building, on the shore near the entrance to the Fortress, has limitations in its presentation of the fisheries.

Louisbourg was one of the major ports and trading centres in North America in the 18th



IMAGE 36. Cod drying on the flakes

century. It is difficult, however, for visitors to obtain an appreciation of the seaward orientation of the site and the scope of its sea-borne trade. This is partly because visitors approach the Fortress by land, and partly because the Fortress is essentially a land-based reconstruction. Animators and exhibits try to convey the implications of Louisbourg's maritime trades, but the scale of the maritime component of the Fortress is too small to effectively convey the importance of the port.

*iii) Louisbourg: The Capital of Ile Royale, 1719-1758*

So far, interpretation of society and culture at Louisbourg has had a rather narrow focus on French colonial society in the early 1740s. There is a need to expand the focus to the British occupation from 1745 to 1749, and the second French occupation, 1749-58. There is also a need to take into account the tremendous growth over the last few decades of interest in women's history, in ethnic minorities, and First Nations, all of which were represented in Louisbourg's cosmopolitan society.

**Strategic Actions**

- A comprehensive review of the current interpretation plan will form the initial step for developing a new interpretation plan for the Site. This will address how to communicate the national significance of Louisbourg, as well as messages about the system of national historic sites, outcomes, audiences, media and evaluation.
- The emphasis will be on the Level 1 messages and Level 1 cultural resources that relate directly to the national signifi-



IMAGE 37. Louisbourg's colourful society

cance of the Site. These messages in particular need to be effectively communicated to specific visitor groups and the public. Objectives and actions will vary depending on the audience. The link to the cultural resources will be strengthened.

- The interpretation plan will also address Level 2 messages as part of this review.

### *C. Multicultural, Women's and First Nations Presentation*

Eighteenth century Louisbourg was a town with a diverse population of residents and visitors. The French population included Bretons, Gascons and others. Each group had cultural differences, likely manifested in language, accent, dress, and customs. The population also included numbers of Basques, Germans, Irish, people of African descent, and Mi'kmaq.

Of the non-French population, the Basques were the most numerous group. Almost every year, especially during the summer fishery, there were several hundred Basques in port. Their collective contribution to the economy of Ile Royale was substantial.

Next to the Basques, the most numerous group in the period before 1745 were the German and Swiss soldiers of the Karrer Regiment. Their distinctive uniforms, languages, and customs (including the Protestantism of many of the soldiers), set them apart from their French counterparts.

There were also several dozen Irish in the town over a period of years. Many worked as servants; some had trades.

In addition to expanding the interpretation of different European groups at Louisbourg, there is also a need to offer more information about the involvement of Black people in the 18th century colony. More than 200 Blacks lived and worked at Louisbourg between 1713 and 1760. Most were slaves, but a few were free and worked at trades.

Women's roles and contributions in 18th century Louisbourg society need to be better highlighted. Research on women's roles in 18th century French society is currently under way that will provide information to help guides and costumed staff in the interpretation program.

With regard to Aboriginal history, the priority is the interpretation of Mi'kmaq associations. The Mi'kmaq had an alliance with the French. Louisbourg was a place of contact to maintain their important relationship. It is worth noting, however, that people from other First Nations also had connections with the Fortress. There were Malecites and Abenaki on the French side, some New England tribes on the British side, and various individuals identified as "Panis" slaves.

The Fortress is fortunate in having a complex and rich history in which individuals



IMAGE 38. Mending the nets

and groups from a range of First Nations, ethnic and cultural backgrounds played a major part. That colourful and varied history need only be revealed - fairly, accurately, and with respect. This requires good research, and effective partnerships with the groups whose history is to be depicted. For example, there is the Mi'kmaq interpretive trail, completed in 1995 in partnership with the Unama'ki Committee. Since 1996 Mi'kmaq interpreters have been assigned to the Mi'kmaq trail or to work within the reconstructed townsite.

**Strategic Actions**

- Verbal and textual references to peoples of non-French and non-British backgrounds who played significant roles in the story of 18th century Louisbourg will be increased. This will involve an array of methods, including guides, animators, exhibits, and publications.
- The story of the role of women in 18th century Louisbourg will be enhanced through guides, animators, exhibits and publications.
- Costumes and other material culture or furnishing items will be introduced into the animation program to reflect the diverse cultures of Louisbourg's population.
- Special event performances by Aboriginal peoples or by groups from cultural backgrounds appropriate to 18th century Louisbourg will be encouraged.
- These efforts will be accomplished through consultation with Aboriginal peoples and the groups involved and through meaningful partnerships. It is best to address this in a comprehensive interpretive planning effort where strategies and specific actions can be highlighted.

**D. 1744: The Moment in Time Approach**

For more than twenty years, interpretation by costumed staff at Louisbourg has centred on the summer of 1744. Use of animators had its origins in presentations at other outdoor museums such as colonial Williamsburg and Old Fort Henry. In the 1960s and 1970s putting costumes on interpreters fit into a growing desire to use historic sites to popularize history and to attract more visitors.

The year 1745 was selected for the reconstruction project because it was difficult to determine the nature of the repairs made after the damage from the first siege, what changes the New Englanders may have subsequently made, and which structures were retained by the French in the 1750s. The previous summer (1744) was chosen for animation purposes because there was no siege and accompanying physical destruction to explain.

In some areas, however, interpretation has moved away from 1744. The Hotel de la Marine would have been used in 1744 as a prison for New Englanders captured at Canso and during privateering raids. In addition there are reconstructed buildings which are now much older than they were as original buildings in 1745. This aging, and the effects of major repairs and minor upkeep means that the earlier interpretive approach can no longer be maintained with the same vigour.

The "1744 moment in time" approach needs to be evaluated to determine whether it limits the ability to address the Site's Level 1 messages and, to achieve commemorative integrity. This evaluation needs to consider the following points:

- 1744 is an attractive publicity hook: the idea of stepping into a moment in time appeals to visitors. It creates a focussed learning and experiential situation.
- Animation is only one interpretive tool. A complete appreciation of the story requires that the entire interpretive offer be considered including the reconstructed townsite, guided tours, exhibits, theme lounges, publications, interpretive walks, gift shop and period restaurants.
- Broadening the timeframe will not resolve the limitations of animation and recreated historical environments. No matter how sophisticated costumed interpretation becomes the past can never be recreated in all its complexity.
- The full interpretive potential of 1744 has never been developed.
- New information about 18th century Louisbourg has come to light through ongoing research.
- New environmental issues, a growing multicultural society, and new social

and technological issues all need to be considered.

- Costumed interpretation has been very successful with visitors. Yet it does have limitations as a medium to help present 18th century history.
- The task continues to be to interpret Louisbourg's place in North American history as an event, a community, and a culture.
- A change in the interpretive approach away from 1744 must not be done unilaterally, in a piecemeal or incremental way.
- The advantages of a focused research approach need to be evaluated.

#### Strategic Actions

- The 1744 approach will be maintained until a comprehensive review of the current interpretation program is undertaken. This review will be part of completing the interpretation plan for the Site.
- This review will consider all the media used to interpret Louisbourg - animation, guided tours, the reconstructed townsite, exhibits, publications and special events. It will also consider and place into perspective on-site and off-site presentations of Fortress Louisbourg as well as interpretation by volunteers and others.

#### E. Exhibits

In the 1960s exhibits were a key interpretive medium, along with the reconstructed townsite and guided tours. There were static displays in buildings and interpretive panels along trails or at vantage points throughout



IMAGE 39. Visitors in one of the theme lounges



IMAGE 40. Upper class woman's costume - exhibit in King's Bastion

the Site. There were also small exhibit buildings at various points. These pavilions combined models, pictures, text, and interesting vistas to interpret aspects of Louisbourg's history.

The 1973 Interpretive Plan proposed a number of exhibits for buildings throughout the reconstructed townsite. The 1977 update of the plan introduced the idea of theme lounges. They started as rest areas for visitors, but added reading rooms and audio-visual presentations focussed around the five theme areas developed in the mid-1970s. Exhibits were also placed in the visitor reception centre.

Exhibits were eclipsed in the late 1970s and 1980s as a medium of interpretation by the more popular animation and living history programs. Nevertheless, there has been a recognition that living history programs cannot accomplish all that is needed to present the Level 1 messages that relate directly to achieving commemorative integrity. From the outset, exhibits, along with other interpretive media, were meant to create supportive interpretive packages that would address gaps with which living history programs could not deal.

In recent years, financial restraint has posed problems for constructing new exhibits and refurbishing older ones. In addition, there are a number of current issues that need to be addressed in dealing with exhibits. These include:

- message gaps and new interpretive ideas,
- accessibility,
- revenue generation, fees, and sponsorships,

- new technologies such as virtual reality, geographical information systems, compact discs and video,
- new audiences outside the Site, including nearby communities and those farther away,
- the role of exhibit pavilions,
- the challenge of partnerships to help develop the exhibit medium.



IMAGE 41. Exhibit in museum building

#### **Strategic Actions**

- The exhibits program will be reviewed as part of completing the interpretation plan, and recommendations will be made for specific exhibit development and replacement which will ensure integration into a comprehensive interpretive program.
- The review will consider in addition to that needed for the reconstructed townsite:
  - a) Exhibit development for Level 1 and Level 2 messages throughout the entire Site,
  - b) Options for sharing research expertise with the local and Cape Breton Island community and other agencies that will lead to the development of exhibit media addressing Louisbourg's presentation requirements while providing attractions to the communities in which the exhibits are located,
  - c) Opportunities for partnership or shared development of exhibits.

#### **F. Education and Outreach Services**

Fortress of Louisbourg offers a variety of outreach programs which have traditionally been developed for children in both formal and informal educational situations, but

which have also expanded in more recent years to include a variety of other audiences.

Programs geared specifically to students include tours of the Site by school groups, the children's interpretive centre, the Fortress of Louisbourg Volunteers children's program, off-site staff visits to schools, and the use of books, print materials, videos/films, and educational kits (edu-kits). School groups usually book a guided tour of the Site, and then take time to visit buildings and talk to animators. Approximately 4,000 students visit the Fortress each year. The children's interpretive centre, run by the Volunteers in July and August, provides an educational experience for approximately 1,000 children aged four to ten. The Volunteers children's program offers an on-site experience to children aged five to sixteen years who are members of the Fortress of Louisbourg Volunteers. Over 8000 hours are contributed annually through this program. Participants spend five days each, dressed in period costume, taking part in the daily life of 18th century Louisbourg. An apprentice program offers opportunities in specific skills areas to volunteers aged 13 to 16.

Visits to Cape Breton Island schools are carried out by staff on a 'by request' basis. Typically, these visits reach between 1,500 and 2,000 students annually. Also available in Maritime elementary schools is a teacher's source book, a product of the combined efforts of the Fortress of Louisbourg, local teachers, the Nova Scotia Teacher's Union, Enterprise Cape Breton Corporation and Nimbus Publishing. Geared to the grade six level, it covers Fortress messages through puzzles, games, questionnaires, and activities.

There have been numerous videos and films produced since the 1960s. For example, a series of videos on Louisbourg topics is available to schools through the Nova Scotia Education Media Services. Printed material is limited, but has been made available on request for school projects. A rotating exhibit is also maintained at the local school. Edu-kits in both French and English are loaned to teachers on request. The contents are geared to a grade six curriculum and, as quantities are quite limited, there is always a waiting list.

Messages have also been reaching the general public and specific niche groups through a variety of other efforts, some of which are accomplished through partnership arrangements and others of which are produced privately, but assist in the achievement of the outreach objectives. These include presentations by Fortress staff at academic and other conferences in Canada and abroad. This presence has a multiplier effect of allowing the participants to inject Louisbourg content into various curriculum levels. Other methods used to reach a more general public are through input and/or coordination of travelling exhibits, art shows, numerous publications and television documentaries with national and international distribution. A production of a CD Rom on the Fortress is available in all schools in Ontario and is also available to the general public. A partnership with the Louisbourg Institute has created an extensive web site on the Fortress which is accessed 2500 times daily. Other partnership arrangements like that with the Nova Scotia College of Art and Design bring the messages and resources of the Fortress to a more diverse audience through artistic endeavours. Continuation and expansion of these outreach efforts are essential to increase awareness, support and understanding of the key messages for the broader public.

#### **Strategic Actions**

- Develop an approach for outreach programs to enlarge Louisbourg's client base.
- Fortress of Louisbourg staff will work with others to develop a professional edu-kit for off-site use.
- Printed material, consisting of one-page backgrounders and pre-trip packages will be developed for school projects, along with information handouts for school groups to provide focus for their limited time on site.
- A variety of video and film opportunities will be pursued with partners to provide a succinct and accurate overview of both 18th and 20th century Louisbourg.
- Fortress of Louisbourg staff will pursue, in conjunction with partners, a curriculum for an on-site "Day Camp" program to provide educational opportunities for

visitors to participate in a working/living 18th century community.

- Fortress staff will explore the development of a teacher in-service program to promote the accuracy of classroom instruction and to encourage the use of available resources.
- Site staff will continue to be involved in the management of successful programs such as the children's interpretive centre and the Volunteers children's program, both of which are the responsibility of the Volunteers.
- All of these education/extension programs will have consistent, on-going evaluation procedures, and active monitoring along with regular up-dating of educational materials.



IMAGE 42. Kids at play

#### **G. Animation Program**

Since the beginning of the reconstruction, Parks Canada has attempted through its interpretation program to reflect accurately the events, people, and society that constituted the fabric of life in this 18th-century colonial town. Early in the project it was decided that one of the principal methods of interpretation would be animation - that is, people dressed in period costumes taking on the roles and characters of people who inhabited the Fortress and carried out the daily routines of life in the 1740s.

This program has been supported by historical research on costume, furnishings, military life, the fishery, religion, food, cooking, gardening, pastimes, social structures and many other topics which contributed to an accurate portrayal of 18th-century life.

Research results have enabled the animation program to evolve through a variety of interpretive approaches, including





IMAGE 43. Women servants in the kitchen

first-person role-playing and modern demonstrations of period crafts. The style of presentation in animation, the exhibits program, print materials and contemporary tour guides provide Parks Canada with numerous opportunities to portray accurately and sensitively the variety of people associated with Louisbourg's history.

By 1994 the animation program had expanded to include soldiers, officers, artillerymen, drummers, servants, gardeners, fishermen, clerks, ladies and gentlemen, bakers, musicians, a Recollet priest, merchants, and children, along with specific roles used for special events.

As a result of the introduction of legislation such as the Canadian Human Rights Act, the Canadian Charter of Rights and Freedoms, and the Canadian Multiculturalism Act, as well as demographic changes in Canada, Parks Canada developed its own guidelines concerning the principles of employment equity. In consideration of the above, gender and race are no longer used as occupational requirements when hiring costumed personnel. Duties are assigned on the basis of required skills and abilities.

#### *Strategic Actions*

- Parks Canada is committed to the accurate and sensitive portrayal of all peoples who through their various contributions, helped shape the Site's history.
- Research will continue to support animation programs reflecting the accuracy of period settings, historical objects, appropriate activities and demographics.

#### **H. Costume Collection**

Costume plays a powerful and pervasive role in the interpretation program. Each year costumed animators breathe life into static rooms, buildings, and streetscapes. Without a word being spoken, a visitor can assess whether an animator is a soldier or a fisherman, a lady or her servant. These individuals wear costumes for periods ranging from a single day for special events and photo sessions to upwards of four months for some seasonal programs.

The Fortress of Louisbourg possesses an extensive costume collection of more than 4,000 individual pieces. These costumes represent both military and civilian clothing and reflect a variety of classes, ranks and occupational groups. In addition to their use within the reconstructed townsite, they are also borrowed during the off-season for special events such as fashion shows.

Over the years, a variety of problems relating to the realities of costuming hundreds of interpreters have arisen, and have prompted a re-evaluation of the existing costume stock and methods of production. The perishable nature of clothing necessitates its constant re-evaluation and replacement. Both the documentation and the production techniques require examination.

An accurately presented costume program is based on sound research. The major sources of information include written primary and secondary sources, period illustrations and paintings, as well as original garments. The production of costume requires decisions relating to available knowledge of appearance and construction of 18th century cos-



IMAGE 44. Selling bread in the street

tume and the context of its use. Costumes can fall into three categories:

- stitch-for-stitch replicas of original garments,
- reproductions based on period construction techniques that include some compromises,
- adaptations, which are essentially modern garments inspired by eighteenth-century design.

Historic adaptations are inappropriate in the reconstructed townsite. Financial limitations largely dictate the choice between replicas and reproductions. Replicas are an expensive undertaking, particularly given the large and constantly changing nature of Louisbourg's seasonal staff. As a result, compromises are made to strike a balance between operational demands and accurate, durable costumes.



IMAGE 45. Curator of textiles in the costume department

The translation of documentation or material evidence into a wearable document, is in effect a form of applied research. Prototype garments are used to set the standards for future garments. Ideally, construction techniques should deviate as little as possible from original garments in terms of materials, cut and construction. The significance of documentation becomes evident as changes are made to the prototype garments. Change is inevitable as additional costume research is completed, or as changes occur in the animation program.

Costumes need also to be examined in the broader context of interpretive planning, as they can serve different presentation purposes. For example, costume replicas could be made for display, which would permit discussion of a variety of costumes not generally seen on site. Replicas could also be created

for visitors to handle and perhaps even to try on. Adaptations could also have a place. These costumes or their patterns, modified for home sewers, could be sold in the gift shop or elsewhere. This suggests a sort of hierarchy of period costumes:

- adaptations could be sold and marketed
- reproductions could be worn by animation staff, and
- replicas could be used in displays or for demonstrations.

#### **Strategic Actions**

Period reproduction costume is a popular and effective interpretive element. Louisbourg's reputation for accurate costumes will be maintained by:

- Continuing to research eighteenth-century dress in order to:
  - a) produce accurate standard patterns and period construction information,
  - b) develop Louisbourg-specific information so that the complexity and diverse cultures of Louisbourg society can be presented,
  - c) create an information base that will be of use to interpretive specialists and others in the field.
- Encouraging the training of additional seamstresses as well as continuing to develop the skills of current period clothing fabricators in order to meet the growing demand for high quality reproduction costumes.
- Expanding the role of period costume beyond its visual function so that it is seen as an interpretive tool in the presentation and discussion of daily life in the eighteenth century. This will be carried out through the completion of the interpretive plan for the Site.

#### **I. Library and Archives**

Since 1961, staff at Fortress of Louisbourg have collected or produced information in order to meet their operational needs for protection and presentation. Over the last 35 years, these two collections have grown considerably whereby today there are many thousands of records, cards and documents, books including rare 18th century published books, drawings and photographs, mono-

graphs and serials, and reproduced micro-filmed manuscript material dealing with the 18th century. The acquisition has led to the need for custodial and managerial services to protect and maintain the collections, and make them available for use of Site staff and others.

The two collections hold distinctly different types of materials. The library contains secondary published materials such as books and periodicals. The archives hold a vast range of primary unpublished documentation and records relating to the operation and development of Fortress of Louisbourg since 1961. Both collections hold their information in a variety of formats: paper, micro-form, photo, audio-visual and computer.

In the last several years, computerization including imaging of materials has moved forward relatively quickly. As a result, the difference between the library and archival materials from a storage, retrieval and materials viewpoint has become less distinct. More importantly, computerization is accelerating cross-referencing between the two collections resulting in a greater interdependency from a research and information perspective. Finding aids, bibliographic cross-references, indexes, etc., are the common links driving research projects. This has reinforced the view that there are two distinct but closely linked collections, hence the name given to both as the Historic Records Collection.

The holdings of the library are accessible to all staff through a Departmental-wide computer system. Yet to date, it is primarily Site staff who use the library and the archives collections for research and operational needs. Parks Canada has not generally promoted the use of the collections to the public and specifically, researchers from other agencies and institutions. There is perceived to be a general unawareness of the substantial range of unpublished research materials in the collection.

The library and archives collections have reached near full storage capacity in their current locations. The holdings are housed in two main locations, the library building in the compound and the basement of the administration building; however, there are smaller

holdings in other buildings. For the archival holdings, proper storage environments and security systems do not exist. Further, no archives or library conservation plans exist, nor disaster plans, nor access and use procedures for staff and visitors.

Computerization and imaging are becoming increasingly important because they are improving the efficiency with which the records can be accessed and used by staff and others. It is important that a business-like approach be taken when considering information technology investments designed to improve program and service delivery. Revenue generation, partnerships and shared computerized open systems need to be considered as part of this approach.

#### *Strategic Actions*

- Parks Canada will secure, protect and make more available archival, library and in-house museum-type materials for staff and public use. Storage will be by media type protected by proper environmental and security control that best suits each particular format. Options are being explored to address the above needs for the library and archives.
- For the archival collection, an archives management or conservation plan will be included in the Cultural Resource Conservation Plan and will include elements such as a disaster plan, access and use procedures, environmental standards, etc. A final decision on the storage facility for the collections will have an impact on the timing of completing this information.
- The computerization and imaging of the collections will proceed using proven technology as resources permit.
- Site staff will encourage the public to access the library and archival collections. Genealogy, historical data and images are a few of the topics that would be of interest to the visitor.
- Parks Canada will explore partnership arrangements with such institutions and groups as the University College of Cape Breton and the Fortress of Louisbourg Volunteers to exploit the informational value of the collections.

- Site staff will pursue placing Fortress of Louisbourg on the information highway. User fees are quite acceptable on the network. Cost recovery and revenue generation will guide efforts in this area.
- The three most important policies that will guide Site staff in managing, conserving and using the library and archive collections are the Management of Information Holdings, the Management of Information Technology, and the General Records Disposal Schedule.

#### J. Special Events

Since the beginning of the reconstruction project, Parks Canada has offered a variety of special events at the Site, most of them after regular visitor hours. These programs have offered opportunities to contribute directly to public appreciation of the messages and heritage resources of the Site. Past offerings have included candlelight tours, dinner concerts, baroque dance evening with period buffet, Musique Royale concerts of period music, tours with meals and entertainment, period cabarets, and historical encampments.



IMAGE 46. Costume parade

Events have also included tours on themes such as gardens, cooking, archaeology, and fortifications. In addition there have been special events associated with the Feast of St. Louis, Parks Day, Environment Week and Heritage Day. Off-site, Louisbourg staff have held and contributed to events such as fashion shows, musical entertainment and military displays.

In the past outside agencies funded many Fortress-initiated events. These events

were planned as special interpretive enhancements rather than as revenue generators. All events were based on appropriate period activities and entertainment. The Fortress of Louisbourg Volunteers Association were the official sponsor for these events. Over the years Fortress-initiated special events have been reduced to the ones offered during regular visiting hours because of the expense. The Volunteers, however, still respond to requests from groups for after-hours meals, with a mini-tour or entertainment.

There is a continuing interest in the provision of special events at the Fortress, but due to financial constraints, Fortress staff are no longer in a position to carry any direct costs associated with evening events. Any future involvement by Fortress staff must be at least cost-recoverable or, more desirably, revenue-generating.

Given the popularity of evening events, the revenue-generating potential of making the Site available for public and private use after normal operating hours needs to be explored. Parks Canada's preference will be to host period events, but the use of facilities for modern events will be entertained.

There are policies that provide general direction for special events. Within their scope, the reconstructed townsite and fortifications can provide a very special atmosphere with innumerable opportunities for events which can increase an appreciation for and understanding of the past. The research base and the reconstructed townsite allow Parks Canada to provide unique, entertaining and educational experiences. At the same time, however, it is not necessary to be as restrictive in the approach to evening events as in the daytime animation program.

#### Strategic Actions

- Parks Canada will work with others to develop a variety of appropriate packages to respond to requests for after-hours events. These events packages should provide experiences which enhance public appreciation of the messages of the Site, and which are accurate, imaginative, and will recover costs or generate revenue.
- Requests for the use of facilities that have nil or minimal resource/staff impact, but

may provide promotional opportunities, will be entertained on an individual basis. Uses which have greater impacts will be viewed on a cost-recoverable or revenue-generating basis.

- Fortress staff will work with others to explore ways to offer special events to the general public on an occasional basis.

#### **K. Partnerships**

Fortress of Louisbourg staff have a proud history of involving others in the operation of the Site. Among the many partners are the Fortress of Louisbourg Volunteers, the Louisbourg Institute, and the Unama'ki Committee. In addition, various arrangements have been in place to allow staff to discuss a number of common interests and possible partnerships with the community of Louisbourg.

**Community of Louisbourg:** Since the reconstruction of the Fortress began, the residents of Louisbourg, various community organizations and the municipal government have played a very important role in the evolution of the site. Over the years, the staff at Fortress of Louisbourg and community officials and residents have participated on a variety of formal and informal committees and agencies to discuss common interests. Many of these have been successful in providing a forum to air concerns and arrive at satisfactory solutions. Fortress employees have been involved with the Tourism, Planning, Recreation and Harbour Committees and have a history of cooperation with Louisbourg's heritage societies, the Volunteer Fire Department and other community groups to organize local events, undertake joint training and make improvements for the whole community.

The establishment of the Regional Municipality of Cape Breton has had a substantial impact on these cooperative arrangements, e.g. the Louisbourg District Planning and Development Commission no longer exists. Site staff recognize that there is a need to continue discussion with the community on various topics such as marketing, provision of services, sharing information and operational matters, to ensure potential partnerships are not missed. Staff are prepared

to pursue discussions with community representatives to determine the most effective ways to reopen communication on common issues and areas of mutual interest.

**Fortress of Louisbourg Volunteers:** Since its beginnings in 1975, the Fortress of Louisbourg Volunteers, a registered non-profit society, has helped the Site achieve a number of interpretive objectives. The Volunteers have contributed to costumed animation, particularly the children's program, the 18th century drum corps, and the militia. They have sponsored numerous special events, the most notable of which are the 18th century fashion shows.

Members of the Volunteers have provided financial support for research projects and the development of new products such as high quality reproductions and souvenirs. They have assisted in the publication of books and articles, including the Fortress of Louisbourg guide book. They operate three period food service outlets, the military bakery, and two gift shops. The Volunteers provide employment for approximately 90 people.

Members of the Volunteers bring their particular skills and interests to a number of projects including evening events, films, involvement in Elder Hostel programs, archaeological excavations, collections maintenance, and Heritage Day. There are over 1,100 registered members of the Volunteer Association. Volunteers contributed over 12,000 hours of labour in 1997.

**Louisbourg Institute:** The Louisbourg Institute is a University College of Cape Breton (UCCB) institute formed in April 1995, in partnership with the Fortress of Louisbourg. The Institute works on mutually beneficial projects that utilize the strengths and resources of both organizations. Among the Institute achievements has been the publication of a book, *Aspects of Louisbourg*. It sponsored the 1995 Irish Cultural Symposium, and planned, implemented and published the proceedings of the 1995 "Cape Breton in Transition" Conference. The Institute has also been involved with staff in planning and developing a course outline for a Certificate Program in Heritage

Presentation and Conservation. In 1996/97 there were an estimated 1,000 hours volunteered to the work of the Institute.

The Institute has also developed a large web page on the Internet which includes Parks Canada information, aimed at publicizing Fortress Louisbourg, providing a major data base of historical data, and bringing together Cape Breton heritage sites.

**The Unama'ki Committee:** Established in 1994, the Unama'ki Committee is a working example of one way in which Parks Canada staff can work with Aboriginal people to achieve common goals. The guiding principle is that if Fortress staff are going to interpret Aboriginal history, the best way to do it is in partnership with Aboriginal people. The first project undertaken was the Mi'kmaq Trail, near the visitor centre, which interprets different aspects of Mi'kmaq history and culture. The Committee has made all decisions on the content of the Trail, and has selected Mi'kmaq interpreters to work on it. The Committee has also contributed to interpretive efforts at the Bell Museum at Baddeck, and at the Battery Provincial Park (adjacent to St. Peters Canal.) There is no formal document or protocol establishing the Unama'ki Committee. It exists as an alliance of shared interests and objectives, and is treated by both sides as a full and equal partnership.

**Guidelines:** Parks Canada will encourage and foster a wide range of cooperative arrangements. Government agencies, interest groups, associations, adjacent landowners and educational institutions can make fundamental contributions to the Site. The private sector can play an important role by establishing and maintaining supportive and compatible business enterprises, contributing to both the Site's commemorative integrity and its visitor services.

Involving others will be based on the guidelines for implementing shared management at national historic sites, a direction reflected in Parks Canada's Business plan and operational policies. Partnerships will:

- not adversely impact the commemorative integrity of the Site;
- add value or a benefit;

- complement products and services already offered;
- be cost-effective;
- be based on formal agreements that clearly identify the responsibilities of all parties involved, including monitoring procedures.

#### **Strategic Actions**

- Site staff will initiate discussions with Louisbourg community representatives to identify effective arrangements for information sharing and discussing areas of common interest.
- Site staff will continue to work with the Fortress of Louisbourg Volunteers, the Louisbourg Institute, and the Unama'ki Committee in the provision and enhancement of programs and services.
- In addition, Site staff will encourage other potential partnerships with a variety of individuals and groups, including the private sector, to enhance commemorative integrity and visitor opportunities within and beyond the reconstructed townsite. This approach will help to ensure community support and long-term stability.

#### **L. Marketing Strategy**

Since 1988-89, Parks Canada has been carrying out a marketing program for the national park and national historic sites in the Cape Breton District: Cape Breton Highlands, Fortress of Louisbourg, Alexander Graham Bell, Marconi, St. Peters Canal, and Grassy Island.

Research revealed that while the parks and sites are the primary attractions of Cape Breton's tourism industry, awareness of the scope and scale of the services and heritage experiences was low among visitors and regional residents. This condition was principally attributed to the means which Parks Canada was using to communicate with its current and potential users.

A marketing strategy was prepared with emphasis on improved communication activities. It was concluded that an increase in visitation was possible if selected segments, particularly residents of New England, the mid-Atlantic states and central Canada were targeted throughout their trip cycle. It was

also concluded that park use patterns, lengths of stay, and appreciation and support for Parks Canada programming could be enhanced through improved communication activities.

The marketing concept has positioned the park and sites as a single touring attraction, encouraging visitors to experience all their diversity. Initial activities primarily focussed on reaching residents and visitors within Atlantic Canada. Partnerships with Enterprise Cape Breton Corporation (ECBC) and the province of Nova Scotia were subsequently initiated to reach longer-range markets.

The promotional program has been anchored by a lure brochure, a Vacation Planner, and a series of advertisements in regional magazines and newspapers. The Vacation Planner is a vital component of Cape Breton Island marketing activities.

A number of activities have been undertaken with ECBC including the production of posters, business reply cards for the Nova Scotia Travel Guide, shared advertisements for major publications, and research and evaluation studies. ECBC and the Fortress cooperate on a regular basis for the organization of media tours, tourism and trade fairs, and special events.

Since 1993, a more strategic approach has been taken with greater emphasis placed on pre-trip information distribution, on key entry points and tourism information centres. Parks Canada has an arrangement with Tourism Cape Breton for the distribution of materials, although the bulk of Vacation Planners are distributed through a 1-800 number. In addition, a greater emphasis has also been placed on targeting the travel media sector, particularly in the United States.

A number of factors will continue to influence the direction of the marketing strategy including:

- enhanced cooperation with Parks Canada marketing staff throughout Atlantic Canada;
- primary markets include those from Nova Scotia, Atlantic Canada, Ontario, Quebec, the northeastern United States, and to a lesser extent Europe and Asia. Within these markets, there are specific segments that include couples travelling without

children, families, seniors, bus tours, educational groups and special interest groups;

- more emphasis on the travel trade industry and travel media, and the tourism industry;
- enhancement of revenue generation and fee opportunities;
- new opportunities to exploit the cross-marketing potential between traditional Parks Canada products with Cape Breton's culture and heritage;
- a need to promote the mandate of Parks Canada and Site-specific heritage messages through enhancing awareness and understanding of commemorative and ecological integrity, and public stewardship responsibilities;
- monitoring of market trends and visitor needs and expectations, particularly in the areas of heritage learning experiences and sustainable tourism.

An update of Parks Canada's Cape Breton Island Marketing Plan has recently been completed. It will provide marketing direction for several years.



IMAGE 47. The visitor centre

### 3.5 VISITOR SERVICES AND ACCESS

#### A. Services in the Reconstructed Townsite

Parks Canada provides, either directly or through others, a wide range of services. Most of these have been referenced in previous sections. Approximately 130,000 visitors per year come to the reconstructed townsite and stay for an average of four hours each.

The visitor reception centre links services to the reconstructed townsite, and provides exhibits, washrooms, telephones, local information, a gift shop, and a reservation



IMAGE 48. Transit buses waiting for visitors at the visitor centre

system for tours and group visits. An elevator provides improved access for visitors using wheelchairs. Bus transportation is provided to visitors from the visitor centre to the reconstructed townsite. (The service is included in the entrance fee.) The transit buses are equipped with lifts for transporting visitors who use wheelchairs.

There is an interpretive walking trail through the ruins to Rochefort Point, starting at the edge of the reconstructed townsite. There are self-guiding pamphlets at the trailhead.

Plans are progressing for the provision of a day camp program, food services have been expanded in recent years, and closed captioning is now available for audio-visual programs in the theme lounges.



IMAGE 49. Dining out "À L'Épée Royale"

Accessibility to and within the reconstructed townsite continues to be an important issue, particularly in light of the increasing number of visits by senior citizens. Efforts have been made to address this issue, and an Access Plan has resulted in improved services for visitors with disabilities. The main problem remaining is the number of vehicles requiring parking behind the museum building, particularly vehicles of visitors with limited mobility.

Service planning efforts to date have identified additional services based on visitor needs. These include bus loop facilities, a ferry service from the modern community of Louisbourg to the Frederick Gate, picnic areas, expanded washrooms, access to the exterior of the fortifications, concessions, and various opportunities for increased interpretation.

The public have indicated that an expansion of services within the reconstructed townsite would be welcomed such as accommodations in reconstructed buildings, costume rentals and craft outlets. A suggestion that modern food be available has already been acted upon.

In the past few years the Fortress has become increasingly popular as a "set" for films. Film projects can have a major impact on staff time, resources and visitor experience, yet they have major revenue potential, not only for the Fortress but also for the local communities.

#### *Strategic Actions*

- Fortress staff, in consultation with the local community, the Fortress of Louisbourg Volunteers, and the private sector, will actively explore areas of appropriate commercial development within the reconstructed townsite. There are important considerations:
  - a) new services and activities will enhance, or at least not detract from, the visitor experience and understanding of 18th century life;
  - b) commemorative integrity is paramount;
  - c) current policies and regulations for commercial development will be met;
  - d) environmental assessments are required and are the proponent's responsibility;
  - e) standards for new and enhanced services are the responsibility of Site staff;
  - f) evaluation of these services will be undertaken to assess their success.
- The Access Plan for the Fortress will be completed and implementation will take advantage of opportunities through the ongoing recapitalization program.
- The transportation routing system and availability of on-site parking will be thoroughly reviewed to determine the most effective service.



- The use of services and facilities outside of normal operating hours and the present operating season will be explored with others.
- Parks Canada will seek a commitment to the on-going operation and possible expansion of the successful children’s interpretive centre.

**B. Services in Other Areas of the Site**

Although Fortress of Louisbourg National Historic Site of Canada encompasses a land base of 6,000 hectares, the emphasis has been placed on services and interpretation programs within the reconstructed townsite since major development began in 1961. Most financial resources have been allocated to support and recreate the “moment in time” approach for which the Site is best known.



IMAGE 50. Picnicking at Kennington Cove

Traditional use of other areas led to the development of some services, such as at Lighthouse Point, Kennelly’s Point, the Royal Battery, Marconi picnic site, and Kennington Cove (MAP 6). These areas are all of historic interest, but the main focus has generally been on recreational pursuits. All of these sites have some basic services, and most have interpretive signs. Lifeguard services are available at Kennington Cove during July and August. There are interpretive trails at the Royal Battery, as well as the Mi’kmaq trail near the visitor reception centre. Picnic tables are located at various locations. Angling is popular at a number of the lakes and streams.

During the winter months, the Kennington Cove Road and a segment of the old French Road, starting from the water tower, are groomed and maintained as cross-country ski trails. There are other trails, but they are not groomed. The trails vary in degree of dif-



IMAGE 51. Winter activity - cross-country skiing

ficulty, but range mainly from novice to intermediate levels.

Service planning efforts at the Site have identified a number of potential opportunities for service improvements based on visitor needs and expectations. These include improved facilities at Kennington Cove, more natural history interpretation, development of ocean look-offs and viewpoints, enhanced interpretation of the Marconi site and the Royal Battery, development of interpretive trails, and trailhead facilities for hiking, cross-country skiing and mountain biking.

Site staff wish to enhance and enrich the visitor experience and encourage visitors to stay longer. This can be accomplished by diversifying attractions and opportunities throughout the Site. Nevertheless, Parks Canada is no longer in a position to increase facilities or to assume ongoing costs associated with new or enhanced facilities. In the current operational environment, improving services through partnerships and cooperation with others, must be viewed as the primary course of action.

Some improvements are actively being considered in partnership with others such as the Kennington Cove day use area. Yet there are other issues that will have an impact on future services for visitors, e.g., the development of the Fleur-de-lis Trail. Additional and/or improved services require properly maintained access. Present National Historic Park regulations are inadequate to allow for proper protection of resources, and the management and control of certain activities. For example, angling is prohibited

under present regulations and National Park Business Regulations do not apply.

#### **Strategic Actions**

- Staff will actively seek the involvement of the community, non-profit groups, the Fortress of Louisbourg Volunteers, and the private sector in the planning, provision or enhancement of services and the interpretation of natural and cultural history in areas of the Site outside the reconstructed townsite. New and improved services will be actively explored and marketed. The considerations identified in Section 3.5.A will apply.
- Parks Canada will strive to maintain or enhance the present level of service in areas outside the reconstructed townsite as financial resources permit. Continued maintenance and possible enhancement of services may be based on user fees for such facilities and services as beaches, parking, and cross country skiing.
- Currently, there are policies and regulations in place that affect commercial development at national historic sites. However, adequate regulations to control certain activities and allow for revenue collection under business licences are required. A review of the National Park Regulations will be encouraged for possible application and amended for use in National Historic Sites, as applicable.



IMAGE 52. Service road with view toward the harbour and reconstructed townsite

#### **C. Visitor Access and Circulation**

In addition to the numerous roads which existed historically at Louisbourg, associated with the 18th century community and the two sieges, there are a number of modern roads

which provide access and circulation for visitors. Work is also under way for the tourist highway, the Fleur-de-lis Trail, part of which will pass through Fortress of Louisbourg National Historic Site of Canada. Some of the roads follow historic alignments. The following sections discuss and provide direction for the management of these roads.

#### **j) Fleur-de-lis Trail**

In 1994, a federal-provincial government announcement was made of plans to complete the Trail from St. Peters to the modern town of Louisbourg including that section that will link Gabarus to Louisbourg through the National Historic Site. About 100 kilometres of road in total will be constructed or upgraded. Approximately 15 kilometres of new road will be required through the Site.

The Fleur-de-lis Trail is part of a system of tourist auto travelways in the province. They are used extensively for promotion and marketing purposes in provincial tourism literature. The extension of the Trail has been sought so that a circular route would be available to tourists either heading to or leaving the Sydney/ Louisbourg area and eastern Cape Breton Island. The completion will place Fortress of Louisbourg on one of the main provincial travelways rather than at the end of Highway #22. It is generally accepted that the completion will have a positive impact on the number of visitors to the local area and the local economy.

For many years Parks Canada has given conditional support to the completion of the section of road that will run through the Site. Support has been contingent on all costs, both capital and maintenance, being the responsibility of the province or some other agency, Parks Canada having approval over the final alignment, and an environmental assessment of the proposed route being carried out. As well, the proposed route must not impair the commemorative integrity of the National Historic Site. This is of paramount importance in selecting route options and the final alignment.

Most of Fortress of Louisbourg National Historic Site of Canada has been proclaimed under the National Parks Act for administrative purposes. The construction of the Trail







IMAGE 53. Kennington Cove day use area

would be permissible through the Site under Section II of the Act.

A proposed alignment has been identified and an environmental assessment of cultural and natural resources is complete (MAP 7). Construction of the road through the Site will be based on a federal-provincial agreement that will transfer the land for the road corridor to the province and set the conditions for transfer.

The Trail will have direct implications for other roads within the Site, particularly access to Kennington Cove, a popular day use area for many visitors. The Trail will provide an opportunity to consider a new public vehicular access to the Cove instead of along the narrow gravel road past the reconstructed Fortress.

#### **Strategic Actions**

- Parks Canada will complete an agreement with the province to transfer the lands within the approved right-of-way.
- A review of all roads within the Site will be carried out to assess their future need and how they will inter-relate with the Fleur-de-lis Trail in terms of access and use.
- Visitor access to Kennington Cove will be from the Fleur-de-lis Trail. This will require a new entrance road leading to the day-use area. Once this entrance road is complete, the current access road will be closed to visitor vehicular traffic. However, it will remain open for walking/hiking in the summer and cross-country skiing in the winter.
- A study will be undertaken to assess the implications of potential increases in the

number of visitors for Site services such as the bus transit service.

#### **ij) Kennington Cove Road**

The Kennington Cove Road is a section of the former Gabarus-Louisbourg road. This dirt/gravel road is approximately six kilometres long. It provides vehicular access to a number of day-use areas and facilities, such as the beaches and picnic areas at Kennington Cove. The road is closed to vehicular traffic in the off-season to ensure that the Site's wintering concentration area for white-tailed deer is not disturbed by vehicular traffic. The closure allows for the quiet enjoyment by hikers of the heritage resources in the area. In winter the road is used as a cross-country ski trail.

The Kennington Cove Road is not maintained adequately for the current level of vehicular use. Improving the road will lead to higher costs and potential conflicts with the protection of archaeological resources. Much of the roadway runs through archaeologically sensitive areas containing 18th century resources (Level I). Some sections of the roadbed were constructed during the second siege of Louisbourg.

The construction of the Fleur-de-lis Trail will provide an opportunity to build a new road to Kennington Cove. This will substantially improve access and further ensure the integrity of Level I cultural resources along the present Kennington Cove road.

#### **Service Road**

This road, off the Kennington Cove Road, provides a service entrance to the reconstructed townsite. In addition to service vehicles, it is used by the vehicles of visitors with disabilities, and, in severe weather, by buses. Access is controlled by a gate where this road branches off from the Kennington Cove Road. The gate helps to control traffic, to protect heritage resources, including a Level I cultural landscape, and to minimize maintenance costs.

#### **Strategic Actions**

- The Kennington Cove Road will be closed year-round to public vehicular use when the new access road from the Fleur-de-lis Trail to Kennington Cove is opened.

- The Kennington Cove Road will continue to be available for hiking and cross-country skiing when the new access road is developed.
- The gate on the service road to the back entrance of the reconstructed townsite will remain in place. Its operation will continue to be monitored. The public will be notified of any changes.

#### **iii) Lighthouse Road**

The Lighthouse Road is a gravel road approximately 1.6 kilometres long that provides access to Lighthouse Point. The road ends at a parking lot adjacent to the most recent lighthouse at the Point, and the ruins of the first lighthouse in Canada - a National Historic Site. The Point is also the site of siege and artillery batteries associated with the 1745 and 1758 sieges.

Lighthouse Road also provides access to Careening Cove, where the French serviced the hulls of ships in the 18th century, to Kennelly's picnic area, and to informal trails past the Point. Given the historic use of the Point, there are both Level 1 and 2 cultural resources adjacent to and within sections of the roadbed.

The road is generally of a poor standard, but it receives considerable use by local residents who wish to observe sea conditions and marine traffic. There is also the potential for additional traffic based on possible future facilities and services such as the development of a coastal interpretive trail. Road design, safety concerns, maintenance levels and winter use all require attention.

#### **Strategic Actions:**

- Action will be taken to mitigate the public safety hazard caused by the rock face near the start of the road.
- Future traffic volumes will be projected, and a study conducted to identify the improvements required to meet a design standard consistent with the projections. The study will include consideration of impacts on Level 1 and 2 cultural resources and the steps needed to mitigate impacts.
- Site staff will assess the continuing need for winter maintenance of the road, and the most cost-effective means of maintaining the road. Site staff will involve the public in any proposed changes regarding winter access and maintenance levels.

#### **iv) Route 22**

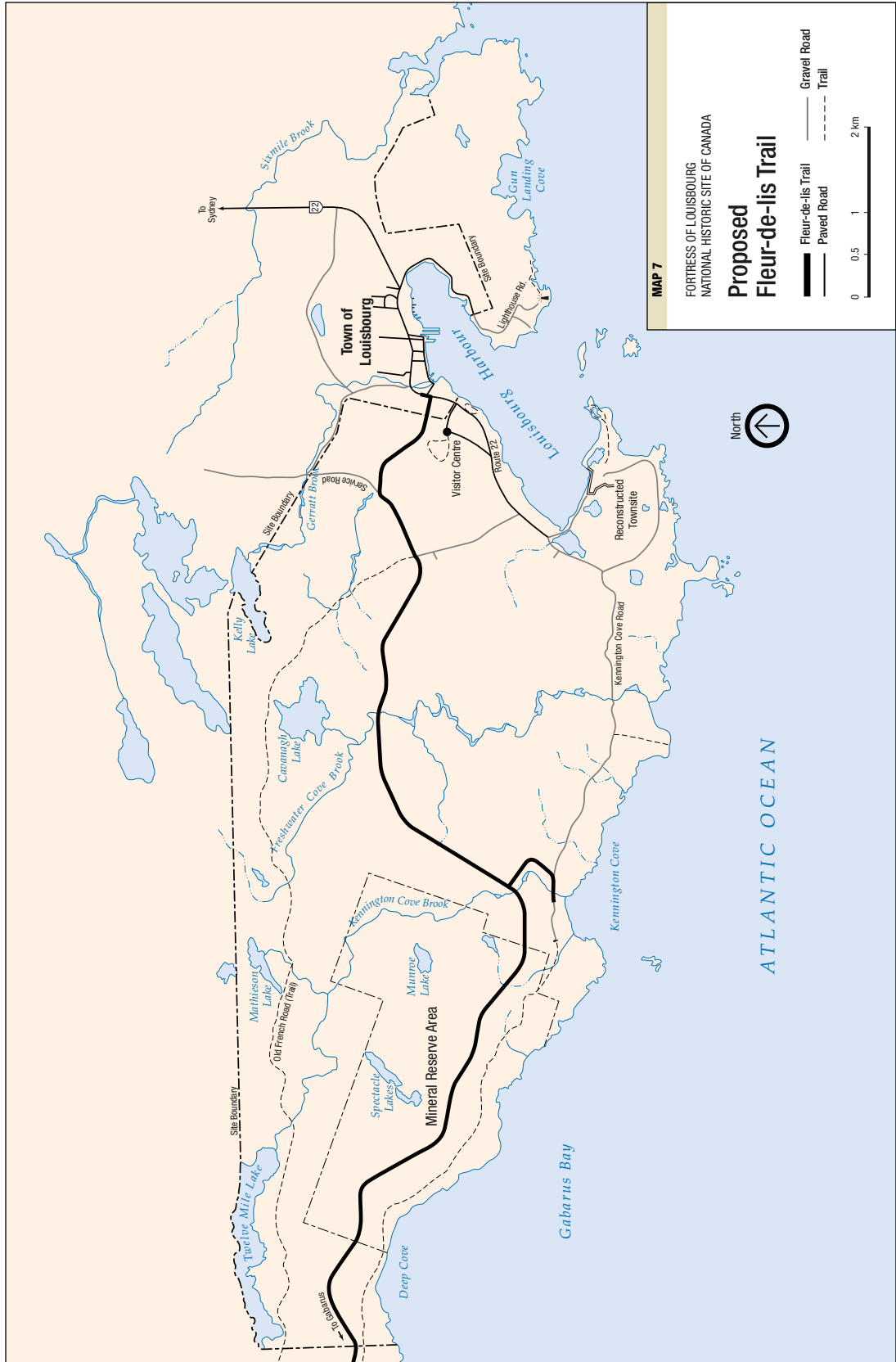
The French developed trails around the harbour after Louisbourg was founded in 1713, and then constructed the Chemin du Nord in the 1730s to connect the Fortress to the Royal Battery as well as to fishing and commercial establishments along the shore. The road also extended to the outlying communities of Petit Laurobec and Baleine. The completion of the road in 1734 made it one of the first roads in Nova Scotia. The road has been part of the cultural landscape here ever since. Today, most sections of the former route 22 are on the same alignment and roadbed as that of the 1730s. The road has thus seen continuous use and maintenance for over two and one-half centuries (MAP 8).

The modern section of route 22 within the Site's boundaries, was constructed in 1936 and paved in 1958. In places, the surface has deteriorated substantially. The road is also too narrow to permit the Site's transit buses to pass each other without travelling on the narrow gravel shoulder. Parks Canada has undertaken an evaluation of route 22 and determined that upgrading is required from the Site boundary through the bus loop near the reconstructed townsite. Environmental assessments have been or will be carried out to ensure archaeological resources are protected.

The gate on former route 22, now located at the Stella Maris cemetery, is used only when the transit buses are operating from June to September. The condition of the road is a factor in this decision. When the safety considerations associated with the road are addressed, the gate at the Stella Maris cemetery will be removed.

#### **Strategic Actions**

- The portion of route 22, leading from the Site boundary to the Fortress, will be upgraded when resources permit.
- The alignment of the rebuilt road will take into account the archaeological investigations of the corridor, and any







construction activity in the corridor will be closely monitored.

### 3.6 LANDBASE

#### A. Site Boundaries and Mineral Reserve Area

Throughout the 1940s, '50s and '60s, a number of federal and provincial orders-in-council were issued identifying the lands comprising the National Historic Site. These reflected a growing land base under the administration of Parks Canada. The most recent federal order-in-council occurred in 1976 and identifies the current legal description of the Site and conditions of transfer. Two years later the lands were set aside as a National Historic Park under the National Historic Parks Order of the National Parks Act, Chapter 1112. The derivation of the current boundaries stems from the 1960s when the last major expansion occurred. Factors at play at the time included the known and potential location of 18th century archaeological resources, documentation on 18th century occupation and military activity, protection of watersheds and the Town's water supply source, and the location of the Old French Road.

The province acquired and transferred all lands to the federal crown within what are identified as Lots 1, 2 and 3. However, the province retained the administration and control of the mineral rights in Lot 3 and a right of access across Lot 1 to Lot 3. Lot 3 was never proclaimed and thus is exempted from the legal description of the National Historic Park. As a result, Lot 3, which comprises an area of about 1000 hectares, is a federal crown land enclave within the boundaries of the Site. The order-in-council specifically identifies the province has retained the administration and control of the mineral rights, not the subsurface rights, that would be inclusive of below-ground cultural resources.

There are three conditions identified in the order-in-council for the transfer of lands within Lot 3 (wording is paraphrased);

- i) the province agrees that no smelter or refinery shall be constructed within the National Historic Site,
- ii) the province agrees that any milling and concentrating plant erected within the Site

shall be of mutual consent by both parties and subject to such controls as are agreed to be necessary,

- iii) the province agrees to ensure all possible care is taken by persons exploring for or extracting minerals so that there is minimum damage to the natural attractions in the National Historic Site.

In addition, there are now two pieces of legislation that bear on any future mining activity: An Act Respecting Mineral Resources (amended 1992) that governs mining activity in Nova Scotia, and the Canadian Environmental Assessment Act. Furthermore, Parks Canada's Cultural Resource Management policy would guide any response to mining activity in the reserve.

Mineral claims extend back decades indicating interest in mineral exploration and extraction before the current boundaries were established. During the 1960s and 1970s, exploration activity took place but in the last ten to fifteen years, no known activity in the reserve has occurred. The lack of activity is a reflection of any number of factors. What can be stated is that after decades of exploration, no mining extraction proposals have surfaced. The potential for doing so, however, is always present.

Parks Canada's foremost objective is to ensure the commemorative integrity of the Site. Parks Canada is also to demonstrate environmental stewardship of the natural resources it administers by placing emphasis on the protection of those resources that can contribute to ecological integrity. Any evaluation of the current boundaries including the mineral reserve area needs to be undertaken within this context. Several considerations are relevant:

- completion of the inventory and evaluation of cultural resources and landscapes throughout the Site;
- completion of the biophysical inventory to identify resources of special significance and their contribution to the integrity of the broader ecosystem;
- completion of an assessment of the final alignment of the Fleur-de-lis Trail on visitor accessibility and current roads. The environmental assessment required for the

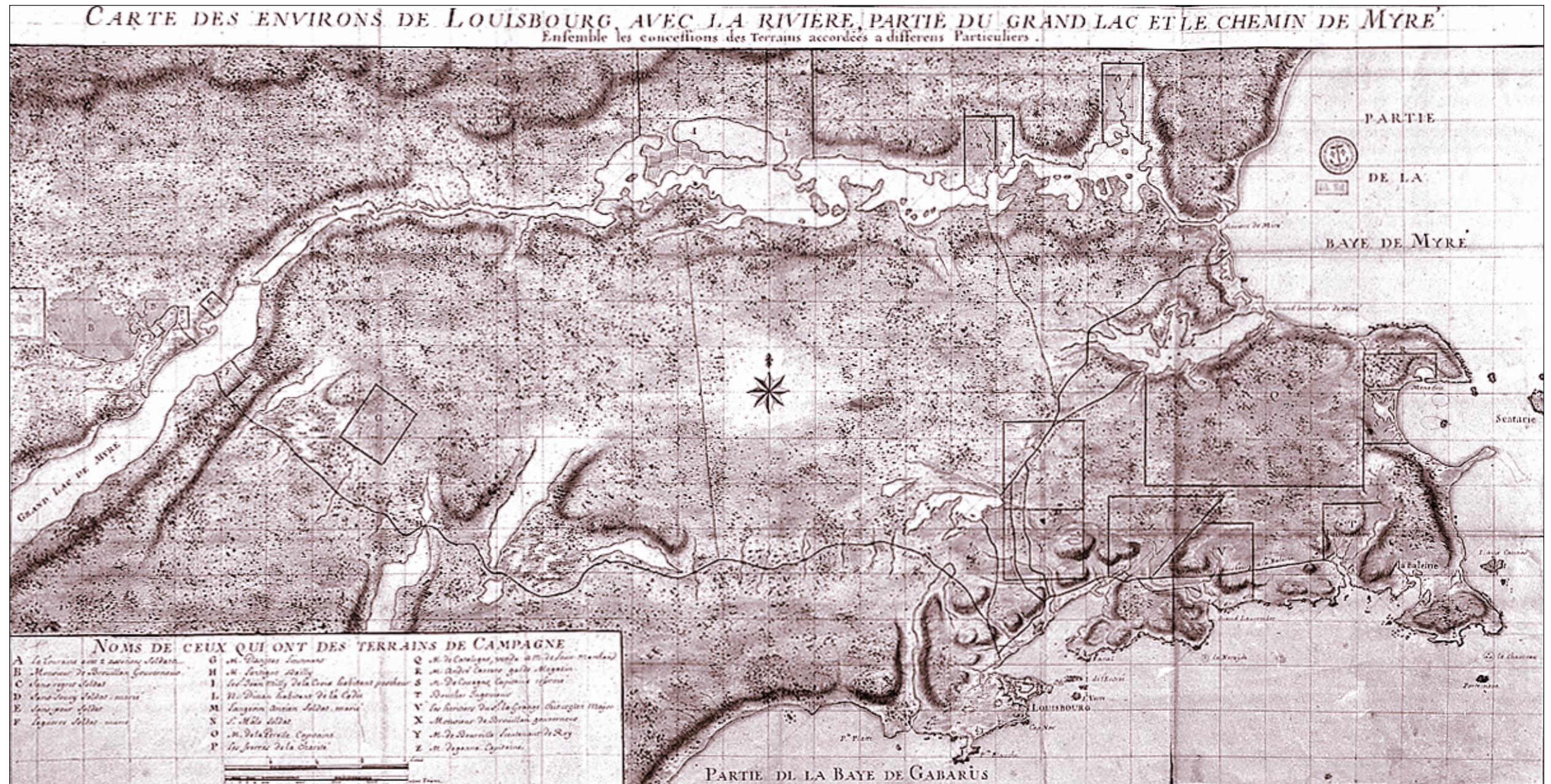
corridor alignment is contributing to the identification and evaluation of cultural and natural resources within this defined area;

- consultation with local and regional representatives including the community of Louisbourg;
- the recognition that Fortress Louisbourg is part of a larger ecosystem and may well be part of larger cultural landscapes. Information will be required on the adjacent environment and landscapes and their management practices;
- the Site's business plan will provide the framework for the evaluation, particularly in the context of costs versus revenues.

#### *Strategic Actions*

- The current boundaries, including those for Lot 3, will be maintained until such time as a comprehensive evaluation is completed. The evaluation will provide direction for possible boundary adjustments in future.





MAP 8  
FORTRESS OF LOUISBOURG  
NATIONAL HISTORIC SITE OF CANADA  
**1738 - French System of Roads**

Louisbourg was connected to the surrounding communities by a system of roads. The 18th-century roadbeds were used by later settlers and they still form the basis of many routes (such as Main Street in modern Louisbourg).





## 4.0 Site Administration and Operations

### 4.1 PUBLIC SAFETY

Public safety at Fortress of Louisbourg presents many challenges. The priority is on accident prevention and quick response to environmental and emergency situations. Parks Canada has a policy that emphasizes that both Site staff and the visitor have a role to play in ensuring safety. To support this, all current and new programs and activities undergo a risk assessment and are included in a public safety plan.

First there is the reconstructed townsite, where 18th century accuracy and design have created some risks for visitors, including high unprotected walls and ramparts, uneven steps and stairs, narrow, dimly lit stairwells and halls. All contribute immensely to the 18th century atmosphere, but create risks for visitors.

Structural fire within the reconstructed townsite is a concern for the risk it poses to visitors and the buildings. Building materials vary from stone to wood so hazard conditions vary as a result. The close proximity of buildings to each other, and the direction of the prevailing winds are contributing factors increasing the risk as are the adequacy of fire protection and suppression measures.

Second, there is the remainder of the National Historic Site, covering some 6,000 hectares. Here, the variety of activities, the ruggedness of the terrain and coastline, the rip tides and currents and weather all contribute to safety concerns. Activities include hiking, biking and driving along trails and



IMAGE 54. Checking out the surf at Kennington Cove

roads, swimming at Kennington Cove, diving in the harbour, cross-country skiing, and fishing in the lakes and streams.

The Site's facilities are monitored regularly to ensure that activities are carried out as safely as possible. Patrols are undertaken throughout the Site. Various emergency plans are in place to deal with problems that may occur. Visitors are made aware of risks and hazards through information brochures, signs and personal contact with staff. Training of staff is an integral part of planning and delivering public safety programs. The Warden Service is trained to handle many situations and a number of arrangements are in place for additional assistance with the Royal Canadian Mounted Police, the Coast Guard, Emergency Measures Organization, etc.

#### *Strategic Actions*

- Public safety programs, including training, signs and other forms of safety information, will be maintained and developed so that visitors are aware of and informed about risks. The focus will be on accident prevention and programming, and emergency and environmental planning.
- Visitors will be encouraged to learn about the risks inherent in the activities in which they participate so that they will become more self-reliant and assume some responsibility for their safety.
- Site staff will continue to cooperate with other agencies to plan, develop and implement public, emergency and environmental safety programs. Where relevant, agreements will be used to identify cooperative responsibilities.
- Surf guard service will be maintained at Kennington Cove, but will be evaluated for its on-going effectiveness regarding public safety. Other safety measures for Kennington Cove will be considered and implemented if necessary.
- The effectiveness of fire protection and suppression measures within the recon-

structed townsite will continue to be monitored to ensure risks are minimized.

- Road conditions and traffic volumes will be monitored to identify hazards to visitors.

#### 4.2 RESOURCE AND ASSET PROTECTION

The extensive and diverse nature of the Site's cultural and natural resources, its contemporary assets and its infrastructure all require protection and proper maintenance. Actions are required to ensure the Site's cultural and natural resources are protected from such risks as fire, theft and vandalism, and that the reconstructed townsite, the visitor centre, and the administration/ maintenance compound, containing 18 buildings, are also cared for properly.

##### *Fire Protection*

Since 1961, there have been a number of small forest fires along the Site's boundary, all originating on provincial land. In addition, there have been a number of minor fires within the reconstructed townsite. In 1974, however, a fire in the King's Bastion caused extensive damage to the Chapel.

One problem in protecting the reconstructed townsite from fire is the reliability of the water supply. Water is supplied to the townsite by means of a branch line from the municipal system originating at Kelly's Lake, just outside the Site's northern boundary. General use storage and fire-fighting reserve is supplied through an elevated tank located near the administration/ maintenance compound. The distribution system within the reconstructed townsite consists of a loop of pipes of various sizes, and hydrants.

The system was developed in the late 1960s. Breaks in the water line began in the late 1970s and have occurred sporadically since then. The system has been evaluated and recommendations have been made to address the system's reliability to provide required flows under fire conditions, including identification of alternative water sources.

Replacement of the waterline and installation of sprinklers in critical structures has begun. Completion of the waterline will be phased over the next few years, while



IMAGE 55. Timber frame building with "piquet" in-fill

sprinklers will be installed as buildings are recapitalized.

Detection of fires is another issue. The existing detection system does not encompass all major buildings at the reconstructed townsite or at the administration/ maintenance compound. Central monitoring for the system is carried out by staff from the Fire Hall within the reconstructed townsite. Parks Canada is also able to call on the Louisbourg Volunteer Fire Department for assistance in fighting fires, but the volunteer nature of the force means that its availability at certain times is a concern. In the forested areas of the Site a severe infestation of spruce budworm in the late 1970s and early 1980s killed most of the balsam fir. Dead trees and windfalls are abundant, creating an increased fuel load. Parks Canada has an agreement with the Nova Scotia Department of Natural Resources, which operates a fire lookout tower at MacLeod's Lake, north of the Site, to report any smoke detected and provide fire suppression assistance as required.

##### *Security*

A variety of protective measures have been put in place for the security of buildings and their contents from theft and vandalism. These include guards, perimeter fencing, external lighting, intrusion alarms, electronic surveillance, and restricted areas. Buildings protected have included the reconstructed townsite, visitor centre, and administration/ maintenance compound.

Although there have not been many significant security problems, security measures are necessary because of the value of the Site's buildings and contents, particularly

the vast collections. Until 1993 the Corps of Commissionaires was largely responsible for security service outside the reconstructed townsite. This service was reduced then, and other measures, such as intrusion alarm systems, became increasingly important. Today, a combination of wardens, security/fire staff, commissionaires, and electronic systems provide security.

**Enforcement and Regulations**

Enforcement at Fortress of Louisbourg relies on a variety of federal and provincial statutes to prevent illegal activities and provide the necessary authorities to fulfill Parks Canada’s protection mandate. This is required because the existing National Historic Park Regulations are not comprehensive enough to address all the enforcement issues that arise in the management and operation of the Site with its range of cultural and natural resources, and visitor activities. For example, the Provincial Game Sanctuary Regulations still apply in Lot 3 and in the rest of the Site in certain circumstances.

Current law enforcement concerns include theft, vandalism, poaching, use of liquor and metal detectors. Arrangements are in place for RCMP assistance when necessary. Nevertheless, some of the more minor enforcement requirements are not priorities for the RCMP, who are 45 kilometres away.

Good law enforcement includes providing accurate information about rules and regulations, identifying and correcting potential problem situations, and requesting compliance. However, when enforcement is required, the myriad of federal and provincial statutes and regulations is confusing to staff, the public, and other enforcement personnel. This issue is applicable to other national historic sites across Canada and should be considered from a national perspective.

**Strategic Actions**

- The need for a reliable water supply to the maintenance compound and reconstructed townsite that satisfies requirements for fire-fighting and sanitary purposes will be addressed when resources permit.
- The Site’s fire fighting capability for structural fires will continue to be

evaluated to ensure appropriate coverage is in place and is cost-effective.

- Fire alarm and detection systems will be extended to include the remaining major buildings at the administration/maintenance compound as required.
- The sprinkler system at the reconstructed townsite will be extended to cover all areas of the King’s Bastion, Bigot House and other identified areas as recommended by the Dominion Fire Commissioner.
- An agreement with the Louisbourg Volunteer Fire Department for assistance in fighting fires will be pursued by Parks Canada.
- Security systems will be expanded to provide better protection for buildings and their contents.
- Training in security awareness and procedures will be provided for all staff.
- Site staff will participate in any forum organized to assess regulations and enforcement in national historic sites.

**4.3 REVENUE GENERATION**

Revenue generation is an important component of the Site’s business plan. Parks Canada will continue to charge an entrance fee to the reconstructed townsite that will reflect revenue policy, the service provided and market conditions. Parks Canada will continue to negotiate satisfactory financial arrangements with the Fortress of Louisbourg Volunteers for the services they provide to visitors.

In future, staff will entertain proposals from others for a variety of services and programs. Revenue generation will be enhanced through such avenues as concessions, rental fees, royalties, special events, corporate sponsorships, etc. All will play a role as staff strengthen their cooperative working relationships and partnership approach.

Revenue generating opportunities will be evaluated in the context of achieving commemorative integrity and in ensuring their sustainability. The underlying objectives for considering these ideas are to increase revenues, sustain/enhance services and programs, and support employment opportunities in an area that has been hit hard by the downturn in the fishery.





## 5.0 Environmental and Economic Impacts

### 5.1 ECONOMIC IMPACT

The economic impact of Fortress of Louisbourg National Historic Site of Canada is felt in several areas, including capital expenditures, direct and indirect employment, and operating and maintenance expenditures. The Site employs about 100 people directly, year-round, and about 255 people in the peak season. Another 85 people are hired through concession contractors in the summer. A few temporary help employees also work each year. The Fortress creates employment in many diverse areas because of its wide-ranging visitor services and supporting infrastructure. Individuals are employed as bus drivers, animators and guides, wardens, historians, tradesmen and maintenance staff, to name a few.

Over the three year period from 1995/96 through 1997/98, Parks Canada has spent an average of \$4.9 million a year on salaries, and \$1 million on goods and services at the Site. In that period annual capital expenditures averaged \$1.3 million.

Parks Canada staff record the number of visits to three distinct areas within the site. The busiest area is the reconstructed townsite where about 130,000 visitors come each year on average. In 1996, paid admissions to the reconstructed townsite generated revenue of about \$810,000. Some visitors also visit Lighthouse Point and Kennington Cove, two other areas of traditional use. For all three areas, over the last decade, the Site has enjoyed more than 200,000 visits a year. The greatest number of visitors in any one year was over 250,000, achieved in 1995, a year of celebrations marked by the Grand Encampment and a visit by a flotilla of sailing ships known collectively as the “tall ships”. In 1995, the number of visitors passing through the visitor centre on their way to the reconstructed townsite was up 22% from the previous year.

With so many people visiting Fortress Louisbourg, it is a significant tourist resource

for Nova Scotia, and particularly for Cape Breton Island. In 1989, total visitor expenditures which may be attributed to visits to the Site amounted to \$4.9 million. Equally important is the impact the Site has on employment in the local and regional area in terms of tourist spending in restaurants, on accommodations, the arts and crafts industry, and transportation. About 85 percent of visitor spending is on food, accommodations, and transportation.

Fortress of Louisbourg and Alexander Graham Bell National Historic Sites, and Cape Breton Highlands National Park, are the major tourist attractions on Cape Breton Island. Well over 90 percent of tourists to the Island visit at least one of these attractions, and the typical tourist visits an average of two of these. Fortress of Louisbourg is the main destination or reason for visiting Cape Breton for about 40 percent of visitors to the reconstructed townsite.



IMAGE 56. Louisbourg Merchants Association campground on the Louisbourg waterfront

The economic importance of Fortress of Louisbourg goes beyond the direct income and employment generated by the National Historic Site. One study has estimated that overnight visitors spend about \$700,000 in the community of Louisbourg. In the absence of the Site, tourist spending in the community would be considerably lower.

These expenditures support a number of tourism-related businesses including: a motel,

inns, cottages, restaurants, campgrounds, gift and craft shops, bed and breakfast establishments, and fast-food services. Many other small businesses which operate in and around the town depend on Parks Canada spending. These businesses range from local construction and printing firms to equipment rental outlets.

## 5.2 ENVIRONMENTAL ASSESSMENT

Environmental assessment provides an effective means of integrating environmental factors into planning and decision making in a manner that promotes sustainable development [Canadian Environmental Assessment Act (CEAA) 1992].

The review and assessment of potential adverse impacts on heritage resources have been part of the ongoing management and development of the National Historic Site. Prior to the enactment of the CEAA, Fortress of Louisbourg staff had developed an assessment process for the identification and mitigation of environmental impacts on archaeological resources from both construction projects and maintenance activities. These were known as archaeological clearances, and were the responsibility of the archaeologists.

Site staff responded to the introduction of the Environment Assessment and Review Process (EARP) with a unique approach. The Chief Park Warden and the Senior Archaeologist were given joint responsibility for the process. Thus environmental assessments have been an integral part of the decision making process at the Site for many years. Adherence to the Environmental Assessment and Review Process Guidelines Order (1984), the Cultural Resource Management Policy and, more recently, the CEAA (1992) has ensured that the cultural and natural resources within the Site have received due consideration. Furthermore, projects that would normally be excluded under CEAA are screened internally to ensure the protection and to maintain the integrity of Fortress of Louisbourg's rich, vast cultural and natural resources.

An Environmental Management System (EMS) is being developed for Parks Canada to facilitate the greening of its operations. It



IMAGE 57. Old French Road trail

provides a framework for managing, evaluating, improving, and communicating environmental performance. EMS is a valuable tool in meeting environmental requirements, in ensuring that Parks Canada meets its obligation under the Auditor General Act to implement a Sustainable Development Strategy, and in enhancing Louisbourg's role as an environmental steward.

EMS Baseline Information Tables have been compiled to document environmental performance and promote green initiatives already being undertaken by site staff. This has been followed by an EMS Action Plan, which establishes and prioritizes objectives and targets for future action on various aspects of environmental management, and develops a course of action to achieve these targets. Priority issues identified in the Action Plan will be incorporated into the Business Plan.

The Environmental Assessment Process for Policy and Program Proposals requires an environmental assessment of all Parks Canada management plans. While this Plan outlines the scope, objectives and strategic approach for a variety of projects, detailed plans for these works have yet to be formulated. Further detailed assessments and

screenings will be carried out on an individual project basis as more comprehensive design and scheduling information becomes available. Thus, the inclusion of proposed projects, strategic actions or activities in the Management Plan is conditional on the completion of the screening for individual work.

Activities and facilities proposed in the Management Plan may contribute to, or lessen, adverse environmental effects. These projects and their potential implications must be assessed on an individual basis to determine the nature and extent of potential environmental effects. In addition, Parks Canada has a legal obligation and a policy commitment to assess cumulative effects.

A Cumulative Effects Assessment was conducted in 1996. It explores the relationship between the heritage resources and the impacts of human activity. The document provides insight into the consequences of past decisions and how they are affecting current trends, thus enabling decision makers to fully evaluate proposed projects. Data obtained

through this study will be considered when completing the environmental assessments for projects and activities identified in the Management Plan.

Evaluation of proposed projects at the management plan level provides the opportunity to assess the implications of fundamental concepts and to fully consider the alternatives including the need for future projects. Such an assessment explores the issues from a broader perspective, not just the individual project level, and examines environmental trends, thresholds, and limits while evaluating the incremental effects of projects within the plan. The resulting information aids in determining the nature and extent of cumulative effects and ensures that the appropriate mitigations are implemented.

The environmental assessment of the Management Plan has shown that there are no likely significant impacts or cumulative effects from the implementation of plan concepts.



## 6.0 Implementation Strategy

### 6.1 PRIORITIES

The management plan provides long-term strategic direction for Site managers. It is a framework for more detailed planning and decision-making, and a strategic reference for capital expenditure forecasts and future management and operations. Implementation of the plan is the responsibility of the Superintendent and Field Unit staff.

Implementation is dependent on the availability of financial resources. All necessary central agency and program approvals will be sought as implementation proceeds. Priorities may be reconsidered in response to new circumstances or information, or changing national priorities and decisions.

The priorities will be linked directly to the Site's business plan and to the three year business planning cycle. The focus will be the first three year cycle, but a few selected priorities will be identified for the second. They will be grouped according to some of Parks Canada's service lines as part of the new planning, reporting and accountability structure. The priorities will lead to results that will support the Superintendent's three primary accountabilities:

1. Ensuring commemorative integrity and contributing to maintaining ecological integrity.
2. Improving service to clients.
3. Making wise and efficient use of public funds.

Progress will be determined through annual reporting on business plan performance and through the State of the Parks report which is updated every few years.

#### **Priorities for the First Three Year Business Planning Cycle**

##### ***Protection of Heritage Resources***

- begin the inventory and evaluation of the archaeological resources in the former fortified town;

- complete a resource conservation plan that will identify measures to mitigate damage of forest cover and woody plants to in-situ archaeological resources, and implement the Siege Site Conservation Project;
- complete the geological study of the harbour and coastline;
- initiate the inventory and evaluation of the archaeological resources in the ponds;
- develop a model as the first phase in the identification and evaluation of cultural landscapes;
- continue with the backlog conservation projects for the archaeological and curatorial collections;
- assess collection storage areas for their suitability for artifact/furnishings storage (archaeological, curatorial and archival collections);
- complete the cataloguing project for historic objects;
- complete a Disaster Plan for all the collections;
- continue to replace historic objects in animated areas with modern reproductions;
- complete the Ecosystem Conservation Plan;
- continue with the computerization and imaging of the archival/photo/engineering plan collection.

##### ***Presentation of Heritage Resources***

- continue with the recapitalization program within the reconstructed townsite;
- begin the interpretation plan for the National Historic Site;
- enhance the presentation and interpretation of non-French and non-British cultures in 18th-century Louisbourg through research and consultations with appropriate groups in the community;
- develop an approach for outreach programs to enlarge Louisbourg's client base;

- work with others to ensure skills associated with fabrication of period clothing are retained;
- complete the improvements to the water supply system.

#### *Visitor Services*

- determine the potential for cost efficient visitor use of the reconstructed townsite outside normal operating hours, e.g. infrastructure, marketing, development costs, etc. and work with others to develop services to address this potential;
- conduct a review of visitor access, parking and transit routing from the site entrance to the reconstructed townsite;
- complete a plan for the redevelopment of the Kennington Cove day-use area.

#### *Management of Parks Canada*

- initiate contact with Louisbourg community representatives to establish a mechanism to discuss areas of common interest;
- continue working with the Fortress of Louisbourg Volunteers, the Unama'ki Committee, the Louisbourg Institute and others to ensure commemorative integrity and sustain visitor opportunities within and beyond the National Historic Site;
- continue to participate in Parks Canada's Cape Breton District marketing strategy to promote the park and sites on the Island working with the local community, all levels of government and industry to increase awareness of Cape Breton Island as a destination attraction;
- complete the federal-provincial agreement for the Fleur-de-lis Trail;
- complete a safety assessment of the Lighthouse Road.

#### ***Selected Priorities for the Second Three Year Business Planning Cycle***

##### *Protection of Heritage Resources*

- inventory and evaluate the unexcavated areas of the former fortified town beyond the reconstructed townsite (includes an assessment of historical documentation);
- implement the resource conservation plan to mitigate damage from vegetation on archaeological resources;
- develop a resource conservation plan for those archaeological resources threatened by the sea;
- implement recommendations from the assessment of storage areas for the artifact collection;
- complete a Collection Management Plan including a Disaster Plan for the archaeological collection;
- address the gaps in the biophysical database.

##### *Presentation of Heritage Resources*

- initiate a plan, including an option analysis, for the enhanced presentation of the underwater archaeological resources in the harbour and off-shore, to include a sustainable tourism component.

##### *Visitor Services*

- begin major upgrade to Route 22.

##### *Management of Parks Canada*

- finalize plans for library/archives/furniture storage;
- complete a conservation plan for the library/archives.

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**Image Credits**

**IMAGE 1.** Parks Canada, Atlantic Service Centre; **IMAGE 2.** Parks Canada, Atlantic Service Centre, Chris Reardon, 1997; **IMAGE 3.** Parks Canada, Atlantic Service Centre; **IMAGE 4.** Parks Canada, Atlantic Service Centre; **IMAGE 5.** Parks Canada, Fortress of Louisbourg NHS, Barrett and MacKay, 1995, (catalogue #5J72058); **IMAGE 6.** Parks Canada, Atlantic Service Centre; **IMAGE 7.** Parks Canada, Atlantic Service Centre; **IMAGE 8.** Parks Canada, Atlantic Service Centre, Chris Reardon, 1997; **IMAGE 9.** Parks Canada, Atlantic Service Centre, Rob Thompson, 1994; **IMAGE 10.** Parks Canada, Atlantic Service Centre; **IMAGE 11.** Parks Canada, Fortress of Louisbourg NHS, Archaeology, Chris Reardon, 1998, (catalogue #RAL5936T); **IMAGE 12.** Parks Canada, Fortress of Louisbourg NHS, Morrison Powell, 2001, (catalogue #5D354); **IMAGE 13.** Parks Canada, Atlantic Service Centre; **IMAGE 14.** Parks Canada, Fortress of Louisbourg NHS, Archaeology, Becki Dunham, 1998, (catalogue #17L-43T); **IMAGE 15.** Parks Canada, Fortress of Louisbourg NHS, Archaeology, Charles Burke, 1989, (catalogue #61L-176T); **IMAGE 16.** Parks Canada, Fortress of Louisbourg NHS, Archaeology, 1964, (catalogue # IG-27); **IMAGE 17.** Parks Canada, Fortress of Louisbourg NHS, Archaeology, Becki Dunham, 2000, (catalogue #59L-2724T); **IMAGE 18.** Parks Canada, Fortress of Louisbourg NHS, Archaeology, National Office, (catalogue #31M-272T); **IMAGE 19.** Parks Canada, Fortress of Louisbourg

NHS, Horst Paufler, 1987, (catalogue # 5J01840); **IMAGE 20.** Parks Canada, Fortress of Louisbourg NHS, Morrison Powell, 1975, (catalogue #3L100); **IMAGE 21.** Parks Canada, Fortress of Louisbourg NHS, Archaeology, Carol Kennedy, 2000, (catalogue #RAL-6237T); **IMAGE 22.** Parks Canada, Fortress of Louisbourg NHS, Morrison Powell, 2001, (catalogue #5D365); **IMAGE 23.** Parks Canada, Fortress of Louisbourg NHS, Morrison Powell, 2001, (catalogue #5D369); **IMAGE 24.** Parks Canada, Fortress of Louisbourg NHS, Morrison Powell, 2001, (catalogue #5D359); **IMAGE 25.** Parks Canada, Fortress of Louisbourg NHS, Morrison Powell, 2001, (catalogue #5D372); **IMAGE 26.** Parks Canada, Atlantic Service Centre; **IMAGE 27.** Parks Canada, Atlantic Service Centre, Rob Thompson, 1994; **IMAGE 28.** Parks Canada, Atlantic Service Centre; **IMAGE 29.** Parks Canada, Atlantic Service Centre, Rob Thompson, 1994; **IMAGE 30.** Parks Canada, Atlantic Service Centre; **IMAGE 31.** Parks Canada, Fortress of Louisbourg NHS, (catalogue #DS95379); **IMAGE 32.** Parks Canada, Atlantic Service Centre, Chris Reardon, 1997; **IMAGE 33.** Parks Canada, Atlantic Service Centre; **IMAGE 34.** Parks Canada, Atlantic Service Centre, Chris Reardon, 1997; **IMAGE 35.** Parks Canada, Atlantic Service Centre; **IMAGE 36.** Parks Canada, Atlantic Service Centre, Chris Reardon, 1997; **IMAGE 37.** Parks Canada, Atlantic Service Centre; **IMAGE 38.** Parks Canada, Atlantic Service Centre; **IMAGE 39.** Parks Canada,

Atlantic Service Centre; **IMAGE 40.** Parks Canada, Fortress of Louisbourg NHS, Morrison Powell, 2001, (catalogue #5D381); **IMAGE 41.** Parks Canada, Atlantic Service Centre; **IMAGE 42.** Parks Canada, Atlantic Service Centre, Chris Reardon, 1997; **IMAGE 43.** Parks Canada, Fortress of Louisbourg NHS, Barrett and MacKay, 1995, (catalogue #5J7799); **IMAGE 44.** Parks Canada, Atlantic Service Centre, Chris Reardon, 1997; **IMAGE 45.** Parks Canada, Fortress of Louisbourg NHS, Morrison Powell, 2001, (catalogue #5D386); **IMAGE 46.** Parks Canada, Atlantic Service Centre, Chris Reardon, 1997; **IMAGE 47.** Parks Canada, Atlantic Service Centre, Rob Thompson, 1994; **IMAGE 48.** Parks Canada, Atlantic Service Centre, Rob Thompson, 1994; **IMAGE 49.** Parks Canada, Atlantic Service Centre; **IMAGE 50.** Parks Canada, Atlantic Service Centre; **IMAGE 51.** Parks Canada, Atlantic Service Centre; **IMAGE 52.** Parks Canada, Atlantic Service Centre, Rob Thompson, 1994; **IMAGE 53.** Parks Canada, Atlantic Service Centre; **IMAGE 54.** Parks Canada, Atlantic Service Centre; **IMAGE 55.** Parks Canada, Atlantic Service Centre, Chris Reardon, 1997; **IMAGE 56.** Parks Canada, Atlantic Service Centre, Rob Thompson, 1994; **IMAGE 57.** Parks Canada, Atlantic Service Centre, Rob Thompson, 1994; **IMAGE 58.** Parks Canada, Atlantic Service Centre



**IMAGE 58.** Aerial view of reconstructed townsite





