

Cultural Resource Management, a View from Port Arthur Historic Site

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The following is a rewritten version of a paper that was presented at the Second Annual Conference of the Australian Society for Historical Archaeology, held in Sydney in October 1982. In this paper Brian Egloff, of the Tasmanian National Parks and Wildlife Service, examines the subject of cultural resource management, in the light of his experiences as manager of the Port Arthur Conservation Project. He demonstrates that cultural resource management involves collaboration between a number of disciplines, of which archaeology is only one. Participants in conservation projects like that at Port Arthur need special skills and experience that differ from those of their academic colleagues. They also need to work within a management framework that will vary from project to project and should indeed be specially designed to suit each individual case.

As manager of the Port Arthur Conservation Project, I was given the task of recruiting a team which would work within and augment the staff of the Tasmanian National Parks and Wildlife Service. The overall objective was to fulfill the provisions of the 1982 Draft Plan of Management.¹ This plan outlined a conservation and development scheme for the site within the framework of a joint Federal and State grant. With the principal thrust of the project defined, the matter of greatest concern was staffing. Who would carry out the various tasks and how would the activities of specialists be coordinated?

Obviously, archaeologists would be playing a major role in the site conservation and development as would architects, engineers, historians and individuals with communication skills. It was decided to have a team of specialists resident at the historic site and to employ a number of consultants when required. It was envisaged that this arrangement would provide the project with direction, continuity and flexibility. Other than the broad guidelines laid down in the plan of management, there were no locally available staffing schemes which could be used to guide the project employment programme or be used to support personnel requests submitted to a state government committed to reducing the number of public servants.

This paper addresses the questions raised above with respect to staffing, firstly with a comparative review of cultural resource management projects in Australia and overseas. Secondly, there is a discussion of the primary responsibilities of the various disciplines or professions which are normally involved with conservation activities. A third concern which is considered, is the integration of the specialist conservation staff and the Park Service management personnel, both in the short term and in the long term. As this paper was initially prepared for presentation before a conference of archaeologists, emphasis is upon the role of archaeologists. The participation of resident conservation team members is considered in greater detail than is the work of consultants.

Port Arthur is well known to most Australians, but its fame has not spread so far abroad as to make the international reader aware of the emotional ambiguity inherent in this historic site. Founded in 1830 as a penal settlement, it operated for 47 years as one of the major institutions designed to support the policy which transported British criminals to Australia. Following its closure in 1877 an attempt was made to remove the evidence of what was

considered to be an infamous past. The stone, brick and weatherboard buildings of the convict era were salvaged, recycled, burned by bush fires or were allowed to fall into disrepair.² Today, many people prefer not to be confronted with direct physical evidence of Australia's, and perhaps their own family's, convict past.

When the National Parks and Wildlife Service assumed responsibility for the site in 1971 it was presented with a shambles. All but one of the convict-built buildings was on the verge of being condemned, the ruins were collapsing and visitor facilities were decidedly unhealthy. The Park Service attempted to remedy as many of the problems as it could, concentrating on visitor safety, sewerage, clean water and visitor facilities. However, specialist staff was not available to man the site, as no sooner had the Service been established then staffing restrictions were imposed. It wasn't until the advent of more liberal Federal and State assistance in 1979 that a coherent conservation programme was initiated.

Although Port Arthur's claim to fame lies in its penal past, there is another period of Australia's history represented on the site and as such those elements considered to be significant must be conserved.³ Aside from the convict era, the other significant historic period to be represented at the site is the Carnarvon period. This was the name given to the township which emerged from an amalgamation of remaining convict structures and newly constructed weatherboard buildings. This township operated from the 1880s until the 1920s.⁴ The period evidenced a genteel tourist establishment which featured tranquil scenic values and downgraded the convict past.⁵ Buildings remaining from the Carnarvon period represent all the significant elements of a turn-of-the-century Tasmanian village, including a church, town hall, post office, store, residences, guest houses, a tea house, hotel, police officer's house and lock-up and a village green.

SCALE, SCOPE AND INTENSITY

Three dominant factors were perceived as moulding the character of the Port Arthur Conservation Project: scale, scope and intensity. Generally speaking all cultural resource management programmes are defined by similar parameters.⁶ Conservation schemes require a considerable amount of planning to take these factors into account, with inexact scheduling or delays incurring immediate cost penalties. Also, it was apparent that any problems would be accentuated at

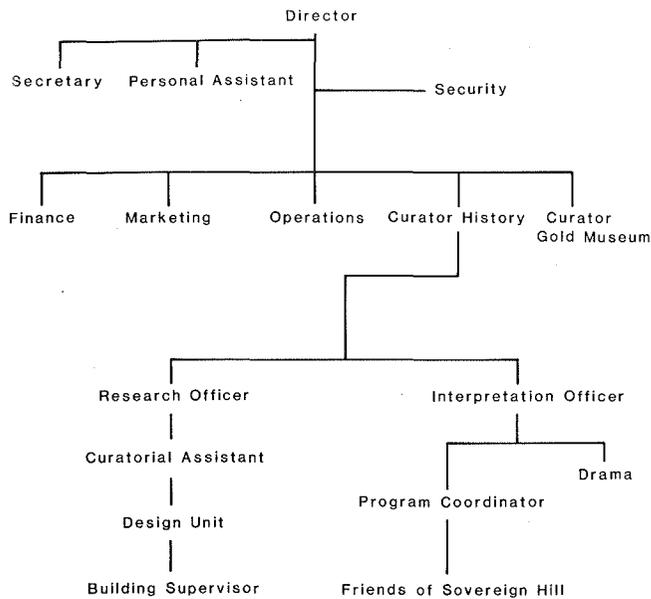


Fig. 1: Ballarat Historical Park Association (Sovereign Hill).

Port Arthur by the short-term nature of the project, which was to be carried out in an isolated locale with no established facilities or experienced conservation staff.

During the 7-year span of the project it was planned to carry out restoration works, to varying degrees, on at least 12 roofed structures and stabilize 6 major ruins. A significant aspect of the programme was the development of visitor facilities and staff housing, and the construction of an extensive caravan park. The presentation of restored buildings with appropriate period furnishings featured prominently in the plan. The full scope of the programme is evident from the range of skills involved in each of the individual projects, either as on-site staff or specialist consultants. Conservation works are designed by staff and consultant architects and engineers. Restoration and stabilization contracts are let to building firms or are handled by the Service's permanent work-force in concert with the conservation works crew.

COMPARISONS

A comparative review of staffing designs from three distinctive historic sites demonstrates that each has a particular character to suit its scope and scale. At Sovereign Hill, a recreated gold-mining town in Victoria, emphasis is placed upon historic authenticity in replica constructions, which incorporate authentic elements, sympathetic and supportive marketing, as well as an energetic education programme.⁷ Because Sovereign Hill is a recreated historic town, archaeologists are not included as an integral part of

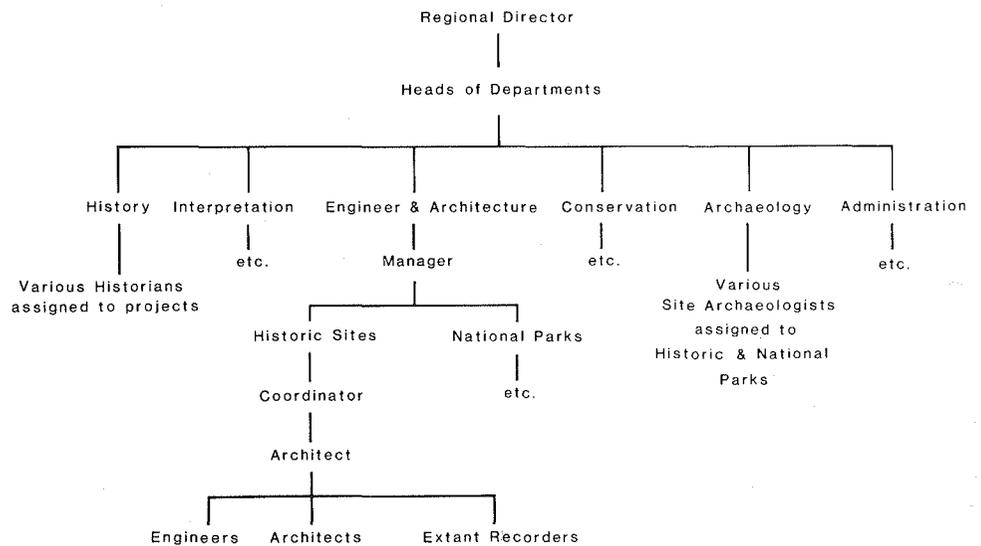


Fig. 2: Parks Canada: Prairie Region.

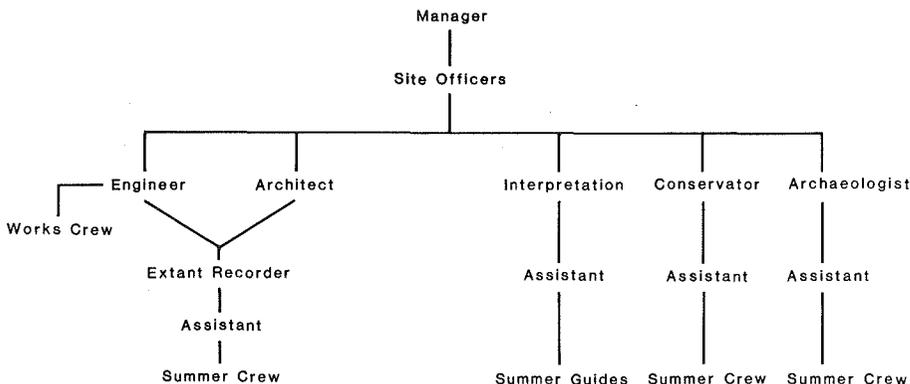


Fig. 3: Parks Canada: Klondike National Historic Sites (Dawson City).

the scheme. At Sovereign Hill, architectural design is carried out through commission to a consultant architect. Considerable emphasis is given to background research by staff historians, for presentations which are controlled by strict thematic guidelines. The education programme is coordinated by staff interpretation officers. All personnel are expected to act in the spirit of the historic site and a high degree of commitment is evidenced. There is a continuous programme for upgrading presentations as the park gradually expands and develops new venues. The overall staffing structure is markedly distinct from the following park service examples, as Sovereign Hill is administratively a self-sufficient unit without a supportive headquarters (Fig. 1).

The Klondike National Historic Sites (Dawson City), the site of a gold-mining boom in the Canadian Yukon, has a markedly different staffing structure, as the project is a conservation and restoration programme within a living township. To some extent the Port Arthur Historic Site has forces exerted upon it which are similar to those found at Dawson City. It is only relatively recently that Port Arthur ceased being a viable township and as such there are lingering commitments to the local community. The Parks Canada staff at Dawson City does include archaeologists but the historians are stationed at the distant Regional Office (Figs. 2 and 3). Presumably historians involved with the site are not expected to obtain their primary inspiration from the historic remains, be they structural or human. Engineers and architects are well represented on the site, fulfilling their normal professional responsibilities. However, at Dawson City they are assisted by a resident extant recorder. Emphasis at many Canadian historic sites is placed upon the architectural recording of historic structures by a team headed by the extant recorder, prior to any interference with the building fabric. The staffing of the Regional Office mirrors that of the historic site, with the exception of the already-mentioned historian's position. The site archaeologist apparently owes allegiance to the site Manager and the Head of the Archaeology Department in the Regional Office.⁸

The Port Arthur conservation team operates as part of the Tasmanian National Parks and Wildlife Service and, unlike the historic site's management component which reports to the Chief Management Officer, the conservation Project Manager is responsible to the Director. No permanent position at the historic site requires the incumbent to have any cultural resource management skills. Before the conservation team was established, this input was from the Resources Division of the Park Service's Head Office in Hobart. It must be emphasised that the site management component has responsibility for the Service's operations on the Tasman Peninsula as a whole. Historic matters are handled by the same staff as that which deals with wildlife and scenic responsibilities (Fig. 4).⁹ The Port Arthur

conservation team, by contrast, has five specialist divisions: architect, historian, archaeologists, curator and interpretation (Fig. 5). Each division is responsible for designing and overseeing specific programmes. For example, the Interpretation Officer is developing an education programme, dealing with the Tasmanian Film Corporation on the scripting and shooting of a movie and audiovisuals, preparing interpretation signs and printed materials, as well as drafting contracts for graphic-design projects.

THE ARCHITECTS AND ENGINEERS

Architects and engineers appear to succeed in their professional fields if they develop a corpus of skills. Those same skills allow them to operate easily within cultural resource management schemes. Briefly stated they are:

- regularly establish and staff a professional office
- produce a product within cost and scheduling constraints
- develop methods and procedures which are relatively standardized, making it possible for the client to anticipate the product as well as judge its acceptability
- are aware of procedures to safeguard their legal responsibilities
- are trained in design and planning procedures
- are distant enough from the academic world to recognize that their audience lies elsewhere.

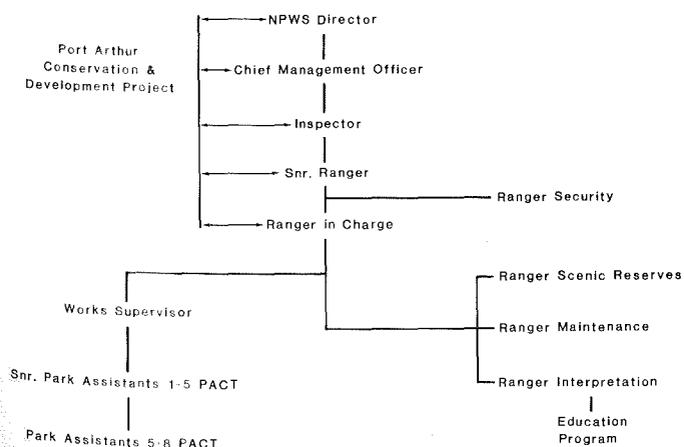
Conservation and restoration projects require architects and engineers to have specialized skills, as well as the ability and experience to recognize that extra expertise is required to complete projects to what is becoming an increasingly rigorous standard.

Considerable emphasis is placed upon design skills during the training of an architect, while actual data gathering exercises such as building recording appear to receive lesser encouragement. In much the same fashion a student archaeologist's ability to handle theory, concepts and models may be fostered, while essential skills in data retrieval and processing may not be equally developed. This also seems to be the case with historians, as data-presentation and organizational systems, particularly those dealing with non-documentary materials, may be neglected. Those organizational skills are of particular value in Australia, where cultural resource management recording systems have only recently been standardized, are rudimentary or absent. On the other hand, creativity and design flair, so highly valued within the architectural profession, if unchecked will burden the client with unnecessary works and added expenses.

The extant recorder found on American sites is not a feature of Australian heritage projects. Because they are trained in architectural drafting and building interpretation skills, the need for their presence on a historic site is obvious. The procedures and techniques employed today have grown out of the Historic American Building Survey, which has a parallel in the Historic American Engineering Record. These recording systems were initiated during the 1930s depression to employ approximately 1100 architects.¹⁰ As all records were to be archived as part of the programme, standardized procedures were developed. It is interesting to note that during those same dark economic days, American archaeology developed cultural resource management programmes as part of similar employment schemes. Unfortunately there was no standardization of recording other than for administrative purposes, which involved recording how much soil was handled per man-day. Fortunately, there was a relatively standardized approach to the excavation of prehistoric sites.¹¹

As a major cost commitment in a conservation programme lies in building and data recording, it is essential to evaluate the appropriate extent of recording required for each conservation job. The minimal approach would require that

Fig. 4: Port Arthur Historic Site: management.



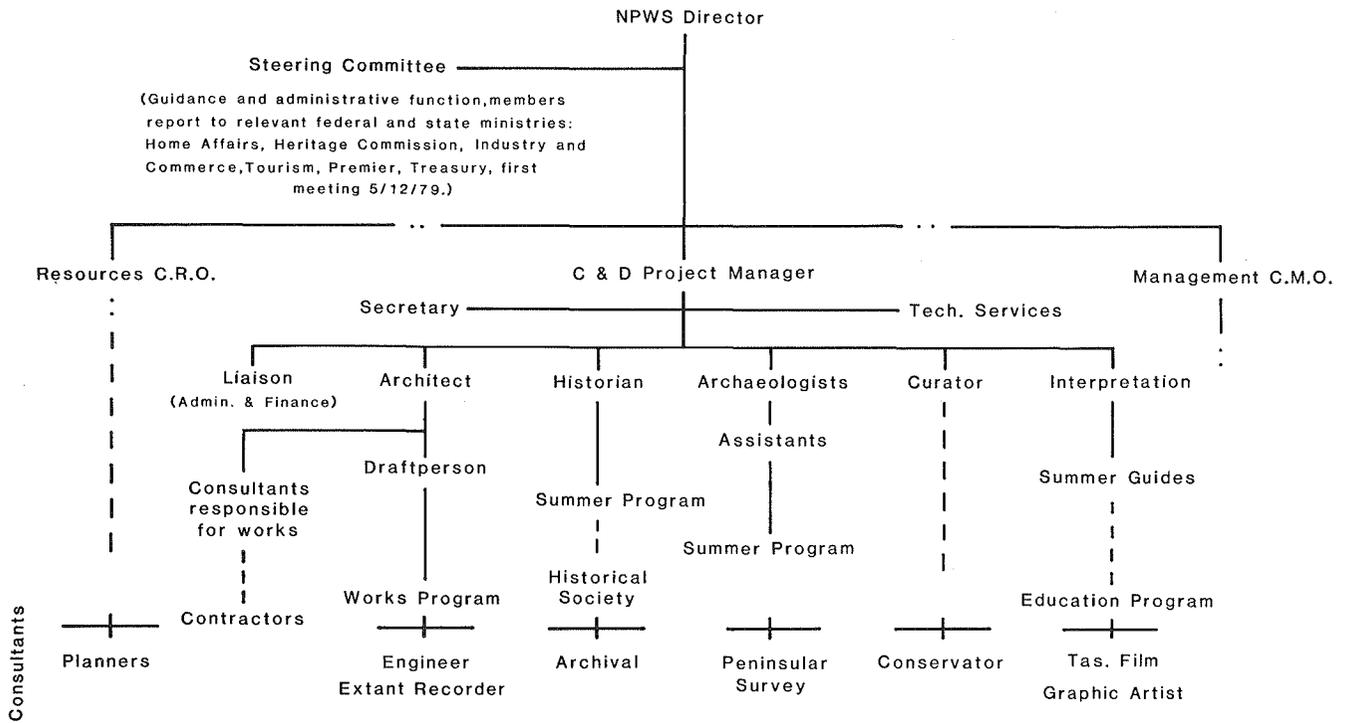


Fig. 5: Port Arthur Historic Site: conservation and development project.

recording only be carried out to expedite the planning process and to document elements which would be disturbed during the conservation process. On the other hand, detailed structural recording could be considered essential if a building is of exceptional heritage quality, as well as ensuring that the structure is closely studied, thus perhaps diminishing the number of surprises occurring during restoration. There is no question that there should be a record of the building, not only to facilitate conservation planning but to document the restoration assault. As mentioned earlier, architects are not inclined to do this type of work beyond the commissioning of photogrammetry and the client would in general not be particularly willing to bear the costs of this labour-intensive task. Although archaeologists are often schooled in tedium, as are historians, the former are generally not sufficiently skilled in drafting and structural skills to handle efficiently building recording, while historians could be said to be oblivious of technical skills such as surveying, photography, aerial photographic interpretation and plan drafting. There would appear to be a considerable gap in available cultural-resource-management skills, which no doubt will remain until there is enough demand within the domestic market for specialist recording skills.

THE ARCHAEOLOGISTS

Archaeologists in Australia are generally closely tied to the academic world and as such are not particularly well versed in non-academic concerns; however, there is a growing body of commercially-skilled contractors. Stanley South¹² in a review of American historical archaeology writes that the primary role of the archaeologist is to:

- a. validate the historic site in relation to documents
- b. discover architectural features
- c. determine occupation sequences
- d. determine temporal occupation of the site
- e. recover and preserve artifacts associated with the site
- f. develop the site as an exhibit.

What is generally expected of a site archaeologist is that the individual possesses the necessary technical skills to accumulate archaeological data, order that data and search for meaningful patterns. When engaged in a cultural-resource-management project, it is essential that the output

of each of these stages be organized and as such freely available to co-workers. It is vital that works be planned to minimize the destruction of historic information, as the archaeologist can spend all too much of his or her valuable time in attempting to mitigate, through salvage excavation or recording, the impact of the conservation effort.

There is considerable room for improvement in the field of historical archaeology, as there is an immediate need for standardization in data recording and recovery techniques. As with the extant recorder, the archaeologist must be able to judge to what detail a feature should be recorded. Archaeology, like history, is selective in its choice of emphasis and in many cases it is difficult to determine if an archaeologist or historian has a reasonable approach to a specific cultural-resource-management problem. In part this is due to the dearth of published studies which can be referred to as models. The archaeologist's 'know it all' stance in the heritage world is often perplexing to other disciplines, particularly when accompanied by what historians have come to refer to as the archaeologists 'enjoying disputatious inquiries into their methodology'.¹³ This may be related to what Kathleen Deagan¹⁴ considers to be an identity crisis in historical archaeology. At times it is difficult to clearly demarcate the responsibilities of the various disciplines. Yet perhaps each discipline would like to see their interests as central in the conservation process, with the archaeologists basing their claim upon academic idealistic grounds versus the commercial interests of the architects and engineers.

Cultural-resource archaeologists are finding that their emphasis is shifting to:

- a. conducting site inventories
- b. ascertaining degrees of site significance
- c. reviewing legal compliances
- d. contributing to preservation planning.

As such they are moving away from:

- a. excavation
- b. laboratory research
- c. curation of specimens
- d. to a lesser extent, public education.

As legislation favouring historical preservation is enacted, the need for archaeological involvement becomes more pronounced.¹⁵

The role of the site archaeologist is somewhat distinct from that of an archaeologist working in a centralized administrative capacity. The site archaeologist is directly responsible for curating the archaeological record, both excavated and unexcavated. That record must be kept relatively intact throughout the conservation programme, as well as being ordered into a coherent body of data which can be used to guide the programme. That information must be focused upon an end point, the achievement of the aims of the project through archaeological and other means. It must be demonstrated to the public that conservation measures were warranted. The archaeologists' role within this process should also be made clear. The 'know it all' stance referred to earlier is to be avoided at all costs.

Often the archaeologist working on an historic site has the ideal opportunity for testing methods and procedures in controlled circumstances. A well published approach is the research by William L. Rathje¹⁶ into the rubbish disposal patterns of the residents of Tucson, Arizona. This study mirrors that of J. Jefferson Reid¹⁷ at Grasshopper Pueblo, a prehistoric American Indian site. Both studies are concerned with the same pattern of cultural behaviour, detecting a population's reaction to stress and documenting that through the study of household rubbish. Here we see the fusing of what is called the 'archaeology of us' with historic and prehistoric archaeology.¹⁸ This style of research is essential if the site is to be properly interpreted and indeed if its significance is to be fully established.

In the United States a primary public conservation agency is the State Historic Preservation Office. Legislation in the United States does not restrict the concerns of this office to the last five hundred years of European presence but provides for the entire span of human activity from prehistoric to present.¹⁹ This is considerably different from the situation which prevails in Australia where, if historical features are protected, it is through the enactment of legislation distinct from that which applies to prehistoric sites. This separation of historical from prehistoric archaeology makes it more difficult for the archaeologists to carry out integrated research projects.

THE INTERPRETATION OFFICER

The interpretation officer has the responsibility of faithfully conveying the significance of the site and the complexities of the conservation process, from the information supplied by other disciplines, and making it all seem worthwhile to the public which is paying the bills. John Fortier²⁰ considers this to be the focus of the conservation effort, as once a building is restored that action is more or less complete, except for maintenance, while presentation to the public is continuous and must be regularly enlivened. Fortier advocates that all disciplines working on the historic site should tailor their operations to meet this ongoing demand. Until recently, interpretation at the Port Arthur Historic Site was handled by a ranger with several guides. The Resources Division of Head Office had been responsible for museum displays and other forms of public information. These duties have now been taken over by the conservation project interpretation officer, an historian and a journalist by training. One of the skills expected of historians and information officers is that they are literate and can convey ideas. Aside from exhibition preparation, they are charged with editorial responsibilities and public information dissemination through means such as publications, audio-visual presentations and interpretation signage.

The interpretation officer has to meet with the demands of the visitor for a pleasant day's entertainment, without going to extremes with side-show activities which are more fitting within mock historic sites. As the authenticity of Port

Arthur has been carefully preserved at considerable expense throughout the conservation process, it physically cannot and for philosophical reasons should not be used in the same fashion as a reconstructed historic site. Pressures to enliven, or trivialize the site, depending upon your viewpoint, are being met by initially restricting animated reenactments to role playing and other similarly intelligently directed activities within the education programme. Getting the public to interact with the historic site is most elusive and difficult to achieve satisfactorily, and presents the greatest challenge to the interpretation officer.

The education programme has proved a good starting point in this respect. It has involved two kinds of initiative: firstly, long negotiations with the Education Department by the interpretation officer and an invaluable 'technical officer' (described as Education Co-ordinator) to establish an education centre at Port Arthur staffed by a professional teacher; and secondly, producing publications and holding seminars for teachers aimed at a new way of helping young people to relate to their past — in this case the history of Port Arthur. The interaction with the site and its history is achieved by historical materials designed for dramatically re-living the past moments and imaginatively entering the minds of real historical figures. Other dramatic possibilities, tied with a local history research programme, are being explored. The early results of the programme are amazing: more schools have chosen to visit Port Arthur for much longer periods, days instead of hours.

THE HISTORIAN

The experience of John Fortier while Superintendent of Fortress Louisbourg (he is an historian formerly at Williamsburg) is of interest. Fortier²¹ states that by and large historians attempt to produce for an academic audience and to some extent feel defensive or slighted when they are not in academic positions. Academics working with cultural-resource-management projects are often oblivious to the requirements of the programme and, if allowed to, will proceed with their personal pet research designs. A concern with academic-based historians and archaeologists is that the academic world seems to favour idiosyncratic methods, while cultural-resource managers value systems which are easily intelligible, can be applied uniformly and facilitate utilization by a wide range of individuals. Cultural resource management usually proceeds at a fairly rapid pace and as such there is little time for invention and testing, generally speaking there is only enough time to apply tried and proven methods.

Oral history will be of considerable concern to the project historian. At Port Arthur, knowledgeable former residents have clear remembrances of historic site elements which have been altered or removed within recent times. In addition, the historian will need to relate post-convict local history to the site's interpretation and educational needs.

Of considerable importance is the need to order a large body of historical data to facilitate access by staff and distribution to consultants. It is here that the overlap between the roles of historians and archaeologists is most pronounced. Where is the division between archaeological data and historical data, as both should be intimately concerned with documentary and physical evidence? The responsibilities of the historian also overlap with the interpretation officer, when it comes to identifying, within the ground mass of historical data, those threads which can be picked out and developed into vibrant presentations for the public.

THE CURATOR

The demands placed upon curators and conservators at historic sites are beyond the bounds of possibility. In the light of current museum standards and the difficulty curators and conservators experience in dealing with artifacts outside of a controlled environment, an historic site is nothing less

than a chamber of horrors. Few curators or conservators have appropriate training or experience with historic parks and they find it difficult to develop means to cope with everyday problems. Artifacts are in situations where they are exposed to the elements and to direct access, with only minimal restraint of the public, either in the open, in sheds, or in poorly secured period building displays.

Curatorial skills of a specialized nature are required, as museums across Australia attempt to upgrade their caretaking of the public's institutionalized heritage. Historic parks as museums must develop apace if there is to be a meaningful interaction between the two. The first joint exhibition, involving the Queen Victoria Museum, Launceston, and the National Parks and Wildlife Service, was held at Port Arthur in 1983. The success of that exhibition, and in fact its presence at the historic site, hinged upon having qualified curatorial staff on site. As most of the finer pieces of furniture and other gear which can be directly attributed to convict Port Arthur are in public museums, any loans require the provision of proper professional curation.

This is only a very brief description of the duties of a curator. The archaeologist's interaction with the curator is considerably increased, if the curation of materials derived as part of the process of archaeological research is managed by the curator. At this time, the archaeologists at Port Arthur are responsible for managing their own collections. It goes without saying that the need for a curator will continue once the conservation project is completed. Gradually the responsibilities of the curator will shift from acquisition to more in-depth research and the development of increasingly sophisticated approaches to presentation.

AN OVERVIEW

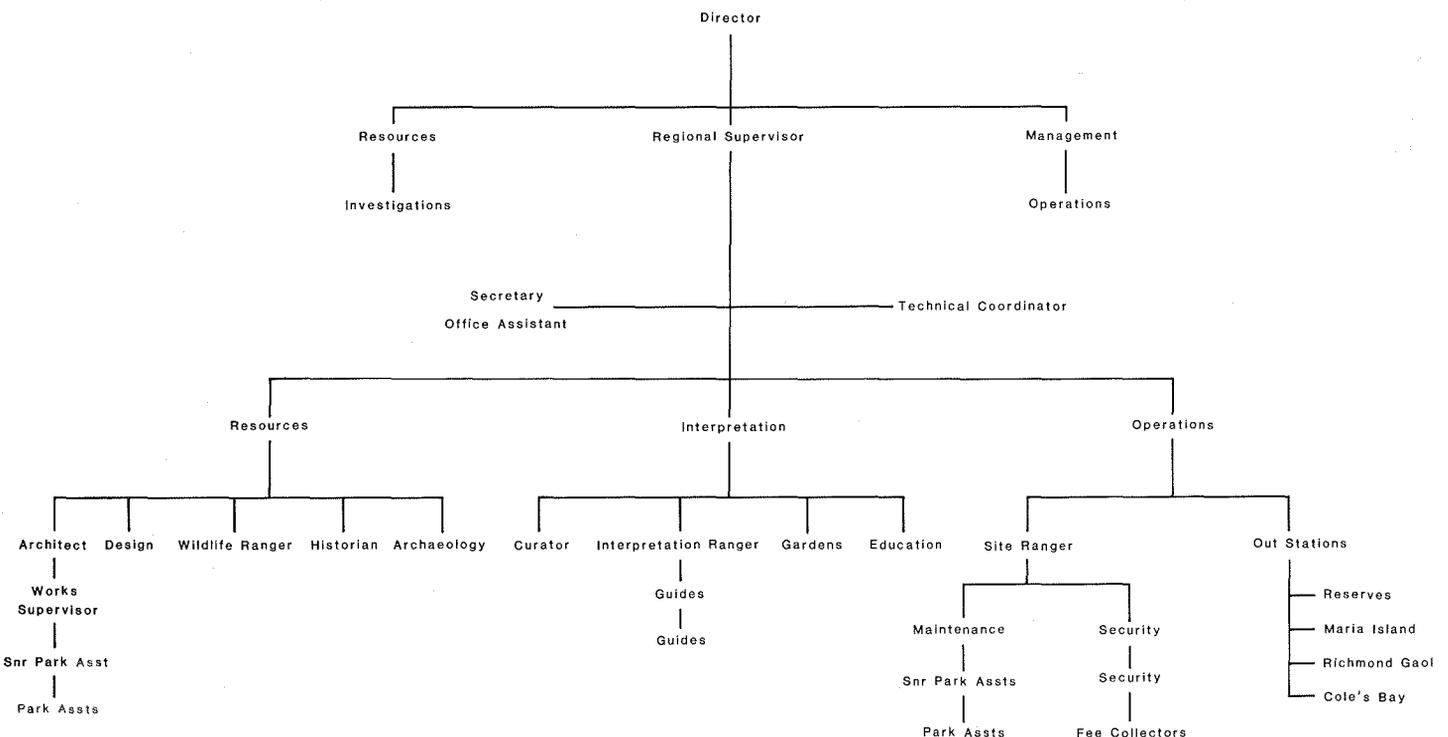
At an historic site the division of responsibility between the various disciplines is not clear cut. It is obvious that all members of the team should be aware of what is happening in a general sense and it is equally obvious that time and financial constraints will not permit an exhaustive review of all projects by all members of the team. As archaeologists are classed as being interested in material culture and architects are buildings and spaces people, and historians are generally speaking interested in the documentary record, oral and written, there is inherently a somewhat reasonable

division of labour. The curator caretakes portable things, with the interpretation officer tying it all together for presentation to the public. The disciplines mentioned above by no means indicate the full range of specialists which are employed during the conservation process. There are photographers, landscape architects, archivists, accountants, planners, surveyors, photogrammetry specialists, material-conservation experts, draughtsmen, designers, illustrators, period decor specialists, and so the list goes on. Hopefully, all of these disciplines, particularly those which are the most strongly tied to academia, will become more responsive to the needs of cultural resource management and come to value it as a specific professional field.

The major impact of a conservation process, which has to be controlled, falls on the structures and the place. Hopefully, the place will be reasonably well protected by the adherence to an appropriate management plan and the structures will be safeguarded by a conservation plan drawn up in compliance with the *Australia ICOMOS Charter for the Conservation of Places of Cultural Significance*. The charter defines the concerns of conservation, making it the responsibility of all individuals involved in a conservation project to see that the programme's activities do not unduly diminish the heritage record or, if mitigation efforts must take place, that adequate and systematic recording is undertaken.

Cultural-resource-management programmes change quite markedly as they develop. At Port Arthur the initial planning of the conservation and development programme was carried out in roughly the half-dozen years preceding its initiation. That planning was done by the National Parks and Wildlife Service Historic Sites Planning Officer. Documentary and photographic data systems were developed at that time, as were the accumulation of maps and historic plans. These systems were developed in concert with photogrammetry, a mapping survey of the site and a site inventory file which in turn was keyed to archival structural reports. Those systems have served the project reasonably well. However, as the project proceeded it became apparent that cultural-resource-management skills were required on-site, to develop projects and design briefs, as well as to coordinate the works of consultants and to implement specific jobs.

Fig. 6: Port Arthur Historic Site: proposed integrated staffing scheme.



In 1980, as plans were being tailored to match the grant which had been received the previous year, renewed planning was undertaken towards producing a coherent management plan. At the same time as this activity was being undertaken by consultants, the project manager and two archaeologists were appointed early in 1981. Already four architectural firms had received commissions and an engineering firm was involved with stabilization works. Late in 1981 the site architect was added to the staff. It wasn't until six months later that the historian and the interpretation officer joined the staff. The following year there was the addition of a curator to work in facilities prepared by a consultant conservator. As there were severe limitations to the availability of facilities, staffing invariably had to be delayed until minimal office space and housing was available.

Retaining a professional staff in an isolated locale is expensive and difficult. As the number of staff employed at the Port Arthur conservation project is small, advancement is restricted. This factor, when coupled with the temporary nature of the positions, makes recruitment difficult. Nevertheless, there are very persuasive arguments for maintaining a cadre of expertise on the historic site, to develop resource facilities, implement programmes and monitor work by others. It is only through a very intimate understanding of the site, by all disciplines involved in the conservation process, that the full significance of the site can be established and maintained. It is difficult to justify not having an historian present at a site like Dawson City. Certainly, at Port Arthur, the need for an historian to act as the interface between the local community and the project is pronounced. The suspiciousness and clanishness of a small isolated population is strong on the Tasman Peninsula, where Port Arthur is located. This is particularly true with respect to the community's relationship with the National Parks and Wildlife Service. The Service is a major landholder on the Peninsula and its impact on matters of local concern, from wombat control to land acquisition, continually creates some friction.

It has to be admitted that initially there was considerable friction between the site management staff and the conservation team. To some extent this was brought about by the rapidly changing circumstances, which necessitated an almost continual redefinition of job responsibilities, as the permanent non-specialist staff were confronted with an equal number of specialists. The latter at times were not particularly polite in their evaluation of past management practices, and the permanent staff did not whole-heartedly embrace the unproven skills of the team. Some time was required before mutual respect was developed and a proper working relationship emerged. To some extent this only happened after sufficient facilities had been constructed and adapted for there to be adequate housing, offices and workshops to meet with the demands of both groups. Territorial boundaries became more easily defined and by then it was obvious that it was impossible to do a worthwhile job without mutual support and respect. The distance from urban Hobart (3 to 4 hours by road) added to the staff's feeling of isolation from fellow specialists. It also made it difficult to handle efficiently consultants who were based in the city or at an institution of tertiary education. A proposed organization for the Port Arthur Historic Site combines the now separate management and conservation staff into a single regional component of the National Parks and Wildlife Service (Fig. 6).

While rewriting this paper for publication, two years after it was presented in 1982, it is more than ever apparent that valuable lessons are to be learned through an objective evaluation of the Port Arthur Conservation Project. A rereading of notes and publications generously provided by John Fortier documents many of his primary concerns at Fortress Louisbourg. These papers clearly indicate that Port Arthur and Fortress Louisbourg, two large projects, each in its own way unique, had to face the same inexorable

demands within a strictly limited time frame. It is also sufficiently obvious that the type of staff employed to carry out such a project will largely determine the relative success of the conservation effort.

NOTES

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21. *ibid.*