

INTERPRETATION OF CULTURAL HERITAGE SITES
THE CASE: BOSTON NATIONAL HISTORICAL PARK IN THE U.S.A.

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ABSTRACT

INTERPRETATION OF CULTURAL HERITAGE SITES THE CASE: BOSTON NATIONAL HISTORICAL PARK IN THE U.S.A.

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This study focuses on how cultural heritage interpretation can effectively be planned and operated as an integral part of preservation process. *The ICOMOS Charter for the Interpretation and Presentation of Cultural Heritage Sites*, which was initiated by the International Council on Monuments and Sites (ICOMOS), offers professional principles for effectively interpreting cultural heritage sites. This study apply these principles as analysis and evaluation criteria of the case study. The Charter principles include ‘access and understanding’, soundness of ‘information sources’, attention to ‘setting and context’, preservation of ‘authenticity’, planning for ‘sustainability’, concern for ‘inclusiveness’, and importance of ‘research, evaluation and training’.

Considering the necessity of correlating these international principles with interpretation practices, this study analyzes and assesses interpretation at the Boston National Historical Park, a unit of the National Park Service in the US;

and at the same time tests the practicality of the Charter principles. This park is composed of eight nationally significant historical sites located separately in an urban context.

This study examines certain aspects of the park that affect the effectiveness of its interpretation activities i.e., management policies, organizational model, partnerships with stakeholders, fiscal resources, management planning, and interpretive planning. Besides on-site interpretation at three sites of the park - the Charlestown Navy Yard, Old South Meeting House and Paul Revere House- are analyzed in detail within to the ICOMOS Charter framework.

Finally, recommendations have been developed for the ongoing work of the ICOMOS, for the Boston National Historical Park as well as for other cultural heritage sites.

Keywords:

Interpretation, Cultural Heritage, National Park Service, Boston National Historical Park, ICOMOS Charter

ÖZ

KÜLTÜR MİRASININ YORUMLANMASI ALAN ÇALIŞMASI: BOSTON MİLLİ TARİH PARKI, A.B.D.

Yıldırım Esen, Sibel

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Bu çalışma, kültür mirasının yorumlanmasının, koruma sürecinin bir parçası olarak nasıl daha etkin bir şekilde planlanması ve uygulanması gerektiğine odaklanmaktadır. Uluslararası Anıtlar ve Sitler Konseyi ICOMOS'un hazırladığı Kültür Mirasının Yorumlanması ve Sunumu Kartası kültür mirası alanlarının etkin bir şekilde yorumlanması için profesyonel prensipler önermektedir. Bu prensipler, tez kapsamında araştırılan alanın incelenmesi ve değerlendirilmesi için kriter olarak kullanılmıştır. Karta prensipleri arasında 'Erişim ve Anlama', 'Bilgi Kaynakları'nın güvenilir olması', 'Bağlam ve Ortam'ın dikkate alınması', 'Özgün Değerler'in korunması', 'Sürdürülebilirlik için planlama', 'Kapsamcılık', 'Araştırma, Değerlendirme ve Eğitim'e önem verilmesi' yer almaktadır.

Bu uluslararası prensiplerin , 'yorumlama' uygulamaları ile ilişkilendirilmesi gerekliliğinden yola çıkan bu çalışma, Boston Milli Tarih Parkındaki yorumlama uygulamalarını prensipler çerçevesinde incelemekte ve aynı zamanda Karta prensiplerinin uygulanabilirliğini test etmektedir. Çalışmaya konu olan park, ulusal önemi bulunan sekiz tarihi alan ve yapıdan oluşmaktadır.

Çalışılan alana ilişkin olarak, yönetim politikaları, kurumsal yapı, paydaşlarla işbirliği, finansman kaynakları, planlama ve yönetim gibi milli tarih parkının yorumlamasını etkileyen yönleri incelenmiştir. Ayrıca, Boston Milli Tarih Parkı dahilinde yer alan üç tarihi alan/yapıda (Charlestown Navy Yard (tersane), Old South Meeting House (kilise) ve Paul Revere House (konut)) yürütülen yorumlama uygulamaları ICOMOS Kartası çerçevesinde detaylı bir şekilde incelenmiştir.

Bu çalışma, ICOMOS Yorumlama Kartası'ndaki prensiplerin uygulanabilirliğine ilişkin değerlendirmeler sunmaktadır. Ayrıca, çalışmada Boston Milli Tarih Parkı ve diğer kültür mirası alanlarının daha etkin bir şekilde yorumlanmasına yönelik öneriler getirilmiştir.

Anahtar Kelimeler:

Yorumlama, Kültür Mirası, National Park Service, Boston Milli Tarih Parkı, ICOMOS Kartası

To my husband and best friend, Sıtkı Ersin,

and our daughter, Eylül Bahar,

with love

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TABLE OF CONTENTS

ABSTRACT.....	iv
ÖZ.....	vi
ACKNOWLEDGMENTS	ix
LIST OF TABLES	xiv
LIST OF FIGURES.....	xv
CHAPTERS	
1. INTRODUCTION.....	1
1.1. Problem Definition & Aim of the Study.....	5
1.2. The Method and Content of the Study.....	8
1.3. Background and Methodological Framework.....	13
1.3.1. Conceptual Background.....	13
1.3.2. Principles of Interpretation.....	23
2. BOSTON NATIONAL HISTORICAL PARK.....	30
2.1 Background: National Park Service	30
2.2. Boston National Historical Park.....	35
2.2.1. Organizational Capacity.....	53
2.2.2. Planning for Interpretation	56
3. ANALYSIS OF THE MANAGEMENT POLICIES AND PLANNING DECISIONS OF BOSTON NATIONAL HISTORICAL PARK	70

3.1. Access and Understanding	70
3.2. Information Sources.....	74
3.3. Context and setting	76
3.4. Authenticity.....	77
3.5. Sustainability.....	78
3.6. Inclusiveness	81
3.7. Research, Evaluation and Training.....	84
3.8 Results of the Analysis of the NPS Policies and Planning Decisions	86
4. ANALYSIS OF INTERPRETATION AT THE SITES	89
4.1 Interpretation of the Sites by the National Park Service.....	90
4.2. Interpretation at the Old South Meeting House.....	108
4.3 Interpretation at the Paul Revere House	117
4.4 Evaluation of the Analyses.....	123
5. CONCLUSION	134
5.1 Comments on the ICOMOS Charter for the Interpretation and Presentation of Cultural Heritage Sites	135
5.2 Recommendations for the Interpretation at the Boston National Historical Park by National Park Service	139
5.3 Conclusive Remarks and Insights for Turkey	140
REFERENCES	142
APPENDIX A: THE ICOMOS CHARTER FOR THE INTERPRETATION AND PRESENTATION OF CULTURAL HERITAGE SITES (REVISED FIFTH DRAFT, 12 DECEMBER 2006)	153

PREAMBLE	153
DEFINITIONS	155
OBJECTIVES	156
PRINCIPLES	157
APPENDIX B: DEFINITIONS	166
Cultural Heritage	166
Cultural Heritage Definitions in the US	167
APPENDIX C: SITES OF BOSTON NATIONAL HISTORICAL PARK.....	171
APPENDIX D: ISSUES IN THE LONG RANGE INTERPRETIVE PLAN OF THE BOSTON NATIONAL HISTORICAL PARK.....	180
APPENDIX E: MANAGEMENT DECISIONS ABOUT THE INTERPRETATION OF OLD SOUTH MEETING HOUSE AND PAUL REVERE HOUSE.....	190

LIST OF TABLES

Table 1 Evaluation Matrix	11
Table 2 Evaluation of the analyses results with respect to the principle of 'access and understanding' (Yıldırım Esen, 2007)	127
Table 3 Evaluation of the analyses results with respect to the principle of 'information sources' (Yıldırım Esen, 2007).....	128
Table 4 Evaluation of the analyses results with respect to the principle of 'context and setting' (Yıldırım Esen, 2007)	129
Table 5 Evaluation of the analyses results with respect to the principle of 'authenticity' (Yıldırım Esen, 2007)	130
Table 6 Evaluation of the analyses results with respect to the principle of 'sustainability' (Yıldırım Esen, 2007).....	131
Table 7 Evaluation of the analyses results with respect to the principle of 'inclusiveness' (Yıldırım Esen, 2007).....	132
Table 8 Evaluation of the analyses results with respect to the principle of 'research, evaluation and training'	133

LIST OF FIGURES

Figure 1 Map showing the sites of the Boston National Historical Park (General Management Plan 1980)	38
Figure 2 Sites of the Boston National Historical Park (General Management Plan 1980).....	39
Figure 3 Basement and ground floor plans of the Old South Meeting House (General Management Plan 1980) pp. 88-89.....	41
Figure 4 Old South Meeting House (Yıldırım Esen, June 2006).....	42
Figure 5 Site plan and the first floor plan of the Old State House (General Management Plan 1980) pp. 101-104	43
Figure 6 Faneuil Hall (Yıldırım Esen, June 2006).....	44
Figure 7 Second floor plan of the Faneuil Hall (General Management Plan 1980) p. 63	45
Figure 8 Paul Revere House (Yıldırım Esen, June 2006)	46
Figure 9 Site plan of the Paul Revere House (General Management Plan 1980)	47

Figure 10 Paul Revere House: Before restoration (The Paul Revere Memorial Association, 2006).....	48
Figure 11 Site plan of the Old North Church (General Management Plan 1980)	49
Figure 12 Map of the Charlestown Navy Yard (Service 2007).....	50
Figure 13 Charlestown Navy Yard (Yıldırım Esen, 2006).....	51
Figure 14 Bunker Hill Monument and Battlefield (Yıldırım Esen, 2006)	52
Figure 15 Dorchester Heights Battlefield and Monument (Yıldırım Esen, 2006)	53
Figure 16. Significance statements of the Boston National Historical Park in the Long Range Interpretive Plan of 2002.....	61
Figure 17. Primary themes of the Long Range Interpretive Plan of the Boston National Historical Park	63
Figure 18. Visitor experience goals in the Long Range Interpretive Plan of Boston National Historical Park (Yıldırım Esen, 2007).....	64
Figure 19. Issues mentioned in the Long Range Interpretive Plan (Yıldırım Esen, 2007)	66
Figure 20 ‘Cost Benefit Matrix’ of the Paul Revere House (General Management Plan 1980) pp. 73-77	80

Figure 21 Official National Park handbook published by the NPS (Boston and the American Revolution : Boston National Historical Park, Massachusetts 1998).....	91
Figure 22 Historical events are illustrated in the handbook: Boston Tea Party (Boston and the American Revolution : Boston National Historical Park, Massachusetts 1998), p. 26.....	91
Figure 23 Floor Plans of the downtown visitor center of the Boston National Historical Park (General Management Plan 1980)	92
Figure 24 The Boston National Historical Park: downtown visitor center (Yıldırım Esen, 2006).....	93
Figure 25 Downtown visitor center (Yıldırım Esen, 2006).....	93
Figure 26 Freedom Trail tour. Above: Poster of the Freedom Trail tours. Below: Inlaid red brick on the sidewalk orienting visitors along the Freedom Trail	95
Figure 27 Walking route of the ranger guided Freedom Trail tour (General Management Plan 1980) p.33	96
Figure 28 Ranger guided Freedom Trail tours (Yıldırım Esen, 2006).....	97
Figure 29 Information desk at the ground floor of Faneuil Hall (Yıldırım Esen, 2006).....	98
Figure 30 Panels at Faneuil Hall (Yıldırım Esen, 2006)	98

Figure 31 Ranger talks at Faneuil Hall (Yıldırım Esen, 2006).....	99
Figure 32 Charlestown Navy Yard Visitor Center (Yıldırım Esen, 2006).....	101
Figure 33 Charlestown Navy Yard exhibits (Yıldırım Esen, 2006)	102
Figure 34 Exhibit about an African American artist (Yıldırım Esen, 2006)..	102
Figure 35 Bunker Hill Pavilion (Yıldırım Esen, 2006).....	104
Figure 36 Left: Rehabilitation Project at the Bunker. Hill Right: Museum (Yıldırım Esen, 2006).....	104
Figure 37 Old South Meeting House themes identified in the General Management Plan.....	110

CHAPTER 1

INTRODUCTION

As new heritage categories appear, heritage definition has been enlarged to include both natural and cultural environment, past and continuing cultural practices, knowledge and living experiences.¹ Since new meanings attributed to cultural heritage emerge, interpretation -revealing these meanings of cultural heritage sites through such activities as publications, lectures, educational programs, research, training, etc.² – to enhance public awareness of cultural heritage sites is needed. Without interpretation programs, these sites remain invisible, misunderstood, and at risk of being lost.

However, it was not until 1990s that **cultural heritage interpretation** has gained significance and started to be discussed in the international platform by heritage professionals. In fact, it was not something new. Percival argues, for centuries, guidebook-writers, poets, painters and even gardeners had interpreted the resources in their custody to gain support to protect and conserve these resources. Then, in the 1950s interpretation has started to be applied increasingly to raise public awareness about not destroying habitats. The term interpretation has been used, first, in national parks and nature reserves to describe systematic efforts to teach the significance of habitats and encourage visitors to learn more themselves. Percival mentions that this object has already being achieved. On the other hand, the same attention has not been

¹ ICOMOS, "International Cultural Tourism Charter", ICOMOS, Mexico, 1999. See Appendix B: Cultural Heritage Definitions.

² "Interpretation refers to the full range of potential activities intended to heighten public awareness and enhance understanding of cultural heritage site". ICOMOS, "The Icomos Charter for the Interpretation and Presentation of Cultural Heritage Sites (Revised Fifth Draft)"

given to the “human habitat” -built environment-, which also needs to be more widely understood through interpretation to prevent losing its values and to increase its quality.³

Even though the need for communicating the significance of cultural heritage sites to the public is implicitly mentioned by the International Council on Monuments and Sites (ICOMOS)⁴ in several Charters, using the terms “dissemination,” “popularization,” “presentation,” and “interpretation”⁵, a particular attention on this subject –cultural heritage interpretation- has not been given until recently by the international organizations of heritage professionals.

In 1999, in the International Charter on Cultural Tourism, it was stressed that “at the broadest level, the natural and cultural heritage belongs to all people. We each have a right and responsibility to understand, appreciate and conserve its universal values.” The Charter explains that one of the main objectives for managing heritage is “to communicate its significance and need for its conservation to its host community and to visitors.”⁶ In addition, international documents including The Nara Document on Authenticity (1994)⁷, Burra

³ Arthur Percival, Understanding Our Surroundings : A Manual of Urban Interpretation, Civic Trust, London, 1979

⁴ International Council on Monuments and Sites (ICOMOS) is a worldwide organization of heritage professionals.

⁵ ICOMOS, "The Icomos Charter for the Interpretation and Presentation of Cultural Heritage Sites (Revised Fifth Draft)", p.1

⁶ ICOMOS, "International Cultural Tourism Charter", . Physical, intellectual, and spiritual access to heritage sites is accepted as both a right and a privilege, and also as a way of increasing respect for heritage values, interests of all stakeholders and associated communities and for the cultural and natural contexts from which that heritage evolved.

⁷ ICOMOS, "The Nara Document on Authenticity"

Charter (1999)⁸, and Principles for the Conservation of Heritage Sites in China (2002)⁹ mentioned the significance of **effective interpretation**.

In recent years, governments, public and private organizations have become increasingly engaged in heritage interpretation and investing in interpretive media to attract tourists.¹⁰ Only when the interpretive activities at cultural heritage sites have dramatically expanded, and complicated interpretive technologies and new economic strategies for the promoting and management of cultural heritage sites have been initiated¹¹, cultural heritage interpretation has started to be seen as an important subject like nature interpretation. The *ICOMOS Charter for Interpretation and Presentation of Cultural Heritage Sites*¹² has been initiated in 2002 as a result of growing interest on interpretation and need for “defin[ing] the basic principles of Interpretation and Presentation as essential components of heritage conservation efforts and as a means of enhancing public appreciation and understanding of cultural heritage sites”¹³ (See Appendix A). It has been obvious that there is need for discussing accepted and acceptable goals for the interpretation and presentation, principles of interpretation, and ethical and professional considerations that form interpretation. As expressed by ICOMOS, all these issues are “central to the goals of both conservation and the public appreciation of cultural heritage sites throughout the world”.¹⁴ Besides, there is need for empirical researches on

⁸ Australia ICOMOS, "Burra Charter"

⁹ China ICOMOS, "Principles for the Conservation of Heritage Sites in China"

¹⁰ US-ICOMOS, "Charleston Declaration on Heritage Interpretation" in US ICOMOS Newsletter, no. 2, 2005, p. 6.

¹¹ ICOMOS, "The Icomos Charter for the Interpretation and Presentation of Cultural Heritage Sites (Revised Fifth Draft)"

¹² "The ICOMOS Charter for the Interpretation and Presentation of Cultural Heritage Sites" was informally known as "The Ename Charter".

¹³ ICOMOS, "The Icomos Charter for the Interpretation and Presentation of Cultural Heritage Sites (Revised Fifth Draft)"

¹⁴ Ibid., p.2.

interpreting cultural heritage sites. Therefore, examples of interpretive practices may offer invaluable insights into the process of interpretation.

For instance, long before the international organizations initiated bringing principles on interpretation and presentation of cultural heritage sites, some countries such as United States, Canada, and Australia have formed their cultural and natural heritage interpretation policies. In the United States, the National Park Service (NPS), the federal institution that is responsible for preserving historic resources that have national significance and administrating national parks, began nature guide services in national parks in the 1920s. From the 1930s onwards the importance of interpretation to the Service mission was widely accepted. In the 1930s, the number of historical parks has rapidly increased, and historical interpretation has become especially important.¹⁵

Since 1930s NPS has been dealing with various aspects and challenges of interpreting cultural and natural heritage sites. Barry Mackintosh explains interpretation in the National Park Service as follows:

Although the National Park Service did not invent interpretation, that organization was largely responsible for the broad public recognition of its values in developing understanding and appreciation of nature and history. . . . the national park service effectively modified formal educational processes to arouse the latent interests and desires of park visitors, and, as a result of ever-

¹⁵ Barry Mackintosh, Interpretation in the National Park Service: A Historical Perspective, History Division, National Park Service, Department of the Interior, Washington, D.C., 1986

increasing numbers of such visitors over the years, interpretation has become practically a household word.¹⁶

For decades, NPS has applied interpretation as an integral part of management process in the parks. Therefore, experiences gained by NPS in its numerous parks are considered significant resource of information about interpretation of cultural heritage sites. Besides, Boston National Historical Park, which is an urban park including eight separate nationally significant heritage sites administered, funded, and interpreted jointly by the NPS and the organizations associated with the sites, presents a unique example of management and interpretation of a national historical park.

1.1. Problem Definition & Aim of the Study

Interpretation is a challenging and multifaceted issue which necessitates planning, design, continuous management and collaborating with various stakeholders including heritage professionals, property owners, members of associated communities and host community, and public at large. It is not only a technical, educational, and cultural matter but also a social one. Besides, goals of both conservation and interpretation, ethical and professional considerations, and presence of various heritage meanings and contexts should be taken into account. Considering such a complexity, international discussion and consensus on the scientific, ethical, and educational principles for the interpretation and presentation of cultural heritage contributes to the success of interpretive practices. With this perspective, *The ICOMOS Charter for the Interpretation and Presentation of Cultural Heritage Sites* introduces the principles of heritage interpretation for all types of cultural heritage. Therefore,

¹⁶ Ibid.

this initiative of the ICOMOS is an important contribution to the preservation field.

However, correlating international principles with interpretation practices and processes is crucial. Practical guidelines for effectively interpreting cultural heritage sites in accordance with these principles are needed.¹⁷ In order to provide feedback for the development of such a planning and implementation tool, **empirical researches on the examples of heritage interpretation are essential**. Therefore, this study aims to analyze and assess interpretation at a unique example of a national historical park in Boston, U.S.A.; and at the same time to test/discuss the principles evolved in “The ICOMOS Charter for Interpretation and Presentation of Cultural Heritage Sites”. These principles include ‘access and understanding’, soundness of ‘information sources’, attention to ‘setting and context’, preservation of ‘authenticity’, planning for ‘sustainability’, concern for ‘inclusiveness’, and importance of ‘research, evaluation and training’. In the remainder of this chapter, principles introduced by this ICOMOS Charter will be introduced.

This study addresses these principles of interpretation through an analysis of the Boston National Historical Park, which is composed of eight nationally significant historical sites located separately in an urban context. This national

¹⁷ In fact, the need for the guidelines or best practices for world heritage sites is mentioned in the report of a one-day roundtable discussion organized by the ICOMOS International Scientific Committee on Interpretation and Presentation (ICIP) at UNESCO World Heritage Centre on 27 September 2006. (The title of this meeting was “Interpretation Standards at World Heritage Sites: Is There a Need for Assessment Criteria for On-Site Interpretation Programmes and Emerging Interpretive Technologies?”) However, guidelines on interpretation are essential not only for world heritage sites but also for all cultural heritage sites to be interpreted. For more information about this meeting see: International Scientific Committee on the Interpretation and Presentation of Cultural Heritage Sites ICOMOS, "Report on a One-Day Roundtable Discussion "Interpretation Standards at World Heritage Sites: Is There a Need for Assessment Criteria for on-Site Interpretation Programmes and Emerging Interpretive Technologies?""

historical park was chosen as the case study due to a number of reasons. First, it reflects the experiences and interpretation philosophy of NPS, and its systematic approach to park management, interpretive planning and practices as one of the units of the national park system. Second, the park includes sites at different scales: a colonial house, a meeting house (church and a meeting place), a church, Old State House, a market place, a naval shipyard and two battlefields. Therefore it presents examples of interpretation at different scales. Third, being located at the core of a metropolitan city, it shows challenges of interpreting an urban historical site with varied public and private stakeholders.¹⁸ Consequently, studying the Boston National Historical Park gives a chance to analyze and discuss various aspects of heritage interpretation in detail.

This study examines certain aspects of the park that affect the effectiveness of its interpretive activities i.e., NPS management policies, park's organizational model, partnerships, fiscal resources, park management planning, and interpretive planning, besides analyzing on-site interpretation and presentation activities.

I believe the contribution of this study is presenting an example of a thorough analysis of the effectiveness of interpretation of a cultural heritage site. Besides, such an analysis may hint insights into achieving the effectiveness of interpretation in Boston National Historical Park as well as in other similar places. Last, it may show factors affecting the success of interpretation.

¹⁸ I chose Boston National Historical Park as the object of this thesis after I have visited several national historical parks and have participated in their interpretative programs in the U.S. from September 2004 to June 2006.

1.2. The Method and Content of the Study

The research, analysis and evaluation process of this study has five major stages. First, I reviewed the conceptual framework of interpretation and the principles of effective interpretation to define the analytical framework of the study. Second, I audited a course¹⁹ and reviewed literature to learn about legal and administrative aspects of preservation and the national park system in the US. Third, I studied the Boston National Historical Park, which is a unit of national parks administered by the National Park Service (NPS), using a combination of methods including reviewing literature, accessing internal reports, management and planning documents, visiting sites, and interviewing with people involved in the management and interpretation of the park including Terry W. Savage, the superintendent of the Boston National Historical Park and Boston African American National Historic Site; Sheila Cookie-Kayser, a supervisory park ranger; and Ruth Raphael, a park planner. Fourth, I analyzed the NPS policies and planning decisions of the Boston National Historical Park as well as three sites of the park including the Charlestown Navy Yard, Old South Meeting House, and Paul Revere House. Fifth, evaluations have been drawn from the case analysis.

When the interpretation principles being developed by ICOMOS members are assessed, it is seen that they refer to a wide range of issues including management and planning decisions and processes, on-site interpretation activities, and evaluation of a cultural heritage site. Therefore, evaluating effectiveness of interpretation of a cultural heritage site necessitates looking at not only interpretive activities, but also management and planning processes

¹⁹ I audited the course “Cultural Continuity and the Built Environment: Historic Preservation in Theory and Practice” given by Mathew J. Kiefer in fall 2004 at Harvard University Graduate School of Design.

and all other determinants affecting the success of interpretation. For that reason, while studying Boston National Historical Park, NPS policies, management and planning processes and decisions, park capacity, interpretation media and programmes, research, training and evaluation approaches of the National Park Service have been examined.

Besides, three sites were analyzed in detail within the framework of the ICOMOS Charter for the Interpretation and Presentation of Cultural Heritage Sites. A colonial meeting house and church (Old South Meeting House), a dwelling (Paul Revere House) and a historic industrial site, Charlestown Navy Yard have been selected as they represent cultural heritage sites at different scales and are interpreted by different organizations.

For evaluating results of analyses (of policies, general management plan and interpretive plan decisions, and interpretations at three chosen sites), a checklist was prepared for each principle, using the Charter principles. (See Table 1) Checklist questions were answered for each analysis item in the form of an evaluation matrix so as to show relations between policies, planning, and implementations at three sites.

Various symbols have been utilized in the evaluation matrix. In order to indicate that a checklist subject is included in a policy or planning document ‘+’ is used in the matrix. The sign ‘-’ in the matrix implies that this issue is not mentioned in that document. ‘Y’ (meaning ‘yes’) shows that an answer to a checklist question is affirmative, while ‘N’ (meaning ‘no’) stands for negative respond. If an answer is not known “U” (meaning ‘unknown’) has been used. If a question does not apply to an analysis item, ‘NA’ meaning ‘not applicable’) has been written in its relevant place. Finally, spaces in the matrix are left empty when questions can not be answered within the scope of this study. For

instance, questions asking visitor experiences (1.1a, 1.2a, 1.2b) might be answered as a result of an extensive visitor survey. However, regarding these three criteria of evaluation, observations of the author were included in the text.

Analysis of three chosen sites has been based on several information sources. These have been noted at the side of each line in the matrix. Information coming from park planning documents has been shown with ‘**D**’. Information relating to the infrastructure of a site (such as accessibility of the site) is based on the site itself, and this has been pointed out with ‘**S**’. ‘**I**’ denotes to information obtained from the interviews with the park staff. Finally, ‘**P**’ refers to information obtained from on-site interpretation programmes through observations of the author.

Table 1 Evaluation Matrix

The ICOMOS Charter for Interpretation and Presentation of Cultural Heritage Sites (12 December 2006)		Management Policies	Boston NHP GMP	Boston NHP LRIP	Navy Yard	Old South	Paul Revere
1. Access and Understanding	1.1a Does interpretation and presentation enhance experience, increase public respect and understanding? (choise and design of media: visitor experience)						
	1.1b Does interpretation and presentation communicate the importance of the conservation of the site? (interpretation plan: themes)						
	1.2a Does Interpretation and presentation encourage individuals and communities to reflect on their own perceptions of a site and establish a meaningful connection to it by providing insights—as well as facts?(choise and design of media: visitor experience)						
	1.2b Does interpretation stimulate further interest and learning? (choise and design of media: visitor experience)						
	1.3 Have interpretation programmes identified and assesed their audiences demographically and culturally? (interpretation plan)						
	1.4 Is the diversity of language among visitors and associated communities connected with the site reflected in the interpretive infrastructure? (interpretation plan: infrastructure)						
	1.5 Are Interpretation and presentation activities physically accessible to the public, in all its variety?(interpretation plan:infrastructure and media)						
	1.6 Is interpretation and presentation provided off-site? (in cases where physical access to the site is restricted due to conservation concerns, cultural sensitivities, adaptive re-use, or safety issues) (interpretation plan:media)						

This study is composed of five chapters. The remaining part of this chapter will introduce the *concept of interpretation*. The purpose of this part is to provide the basis for the following parts of the study. Particularly, it is aimed to clarify the meaning and main issues of interpretation with a historical perspective, and to present *principles of interpretation*.

As the case is one of the units of the National Parks, in the second chapter, the National Park System in the US will be briefly introduced; the interpretation philosophy of the National Park Service, which has a long history in interpreting natural and cultural resources with educational purposes, will be presented. Next, the Boston National Historical Park, which is composed of eight historical sites located in downtown Boston, will be introduced. Before analyzing the each site of the park, general information will be given about the establishment of the Boston National Historical Park. Later, the Boston National Historical Park will be presented in terms of its capacity, management and planning processes, interpretive operations and performance evaluation. All of these are considered significant in the success of interpretive programs.

In the third chapter of the study, the NPS management policies as well as management and planning in the Boston NHP will be analyzed using the framework based on the principles of interpretation.

In the fourth chapter, effectiveness of interpretation and presentation programs at three sites of the park will be examined. Three examples (Old South Meeting House (church), Paul Revere House and Charlestown Navy Yard) present different examples of interpretation due to different scales, characters, and owners of the sites.

Finally, the whole study will be evaluated at the conclusion chapter. This part will include comments on the *ICOMOS Charter for Interpretation and Presentation of Cultural Heritage Sites*, specific recommendations for the Boston National Historical Park, hints for the interpretation practices at other cultural heritage sites, and suggestions for further studies.

1.3. Background and Methodological Framework

As mentioned earlier, purpose of this part is to provide a foundation for the following parts of the study with a conceptual background. Therefore, the meaning and goal of interpretation and the concept of effective interpretation will be discussed with a historical perspective. Besides, the principles of interpretation will be presented to define an evaluation framework, which is based on the principles of the ICOMOS Charter for the Interpretation and Presentation of Cultural Heritage Sites. The case study will be analyzed within this framework.

1.3.1. Conceptual Background

Freeman Tilden, who was an interpreter in National Park Service, US and the author of the book *Interpreting Our Heritage*,²⁰ provided the first definition of the term. Tilden describes ‘Interpretation’ as revealing meanings and relationships through an educational activity and by using original objects and

²⁰ Freeman Tilden’s book *Interpreting Our Heritage*, published in 1957, is one of the earliest, and the most influential texts written on interpretation. In his book, Tilden addresses both natural and cultural heritage interpretation. Significant contribution of Tilden with this book is that he gives a definition of what interpretation is. Tilden also introduces principles of interpretation for the first time. His guiding principles have widely been accepted and referred to in the interpretation literature. Providing examples particularly from nature interpretation, however, the author offers limited information about cultural heritage interpretation.

illustrative media.²¹ However, William T Alderson and Shirley Payne Low, the authors of *Interpretation of Historic Site*²² - argue that Tilden's definition of interpretation describes only an activity. On the other hand, they claim, interpretation is not only an activity but also a program. While the program establishes certain objectives for increasing understanding of visitors, the activity is about the skills and techniques that help create that understanding.²³ A program is also essential for historic site interpretation, because, otherwise the activity lacks direction.²⁴ In fact, what they point out is interpretation includes planning.

'Interpretation' is also defined in the Burra Charter as "all the ways of presenting the cultural significance of a place."²⁵ It may include the treatment of the fabric (e.g. maintenance, restoration, reconstruction); the use of activities at the place; and the use of educational illustrative material. In other words, interpretation is about the treatment of the fabric of a place and about communicating its significance.

A more comprehensive meaning of 'interpretation' is provided by ICOMOS within the Charter for the Interpretation and Presentation of Cultural Heritage Sites. According to the Charter, interpretation means "the full range of potential activities intended to heighten public awareness and enhance

²¹ Freeman Tilden, *Interpreting Our Heritage*, University of North Carolina Press, Chapel Hill,, 1957

²² William T. Alderson and Shirley Payne Low, *Interpretation of Historic Sites*, American Association for State and Local History, Nashville, 1976. William T Alderson and Shirley Payne Low wrote on cultural heritage interpretation in this book. The book basically deals with interpretation programs at historical sites, and sheds valuable insight into practical issues of common interpretation programs of 1970s.

²³ Ibid. p.3

²⁴ Ibid.

²⁵ ICOMOS, "Burra Charter"

understanding of cultural heritage sites”.²⁶ It covers all the ways in which a cultural heritage site can be understood and respected through publications, public lectures, exhibitions, educational programmes, community activities, research, and evaluation of interpretation.²⁷

According to this, ‘interpretation’ refers to a ‘**program**’ (i.e., “a system of projects or services intended to meet a public need”²⁸) which encompasses planning, visitor services and use, management, and evaluation of the process itself. The logic of a program is twofold: first, it is a collection of projects that are directed toward a common goal (increasing public understanding and respect), second, it is a broad framework of goals to be succeeded, within which specific activities are defined and planned.

This new meaning attributed to the term ‘interpretation’ is due to changing perceptions about revealing meanings of heritage. In recent years, interpretation of heritage was understood as an end product; i.e., installing signs after the building works. Now, it is recognized that many aspects of management influence how visitors perceive a place. Besides, interpretation is possible anytime during day to day management.²⁹

Since in literature, the term “interpretation” is frequently confused with the term “presentation”,³⁰ the difference between these two terms is explained by ICOMOS to prevent misunderstanding:

²⁶ ICOMOS, "The Icomos Charter for the Interpretation and Presentation of Cultural Heritage Sites (Revised Fifth Draft)", p.3

²⁷ Ibid.

²⁸ WordNet,

²⁹ Meredith Walker Elaine Lawson, "Interpreting Heritage Places and Items"

³⁰ Ibid. According to ICOMOS, such confusion seems to be based on cultural and generational differences.

Presentation” denotes the carefully planned arrangement of information and physical access to a cultural heritage site, usually by scholars, design firms, and heritage professionals. As such, it is largely a one-way mode of communication. “Interpretation,” on the other hand, denotes the totality of activity, reflection, research, and creativity stimulated by a cultural heritage site.³¹

Therefore, presentation is only one aspect of interpretation. It is also essential to discuss *effective interpretation*. In the last decades, improving the effectiveness of interpretation has been one of the objectives of interpreters.³² As ‘effectiveness’ is defined as “the capability of, or success in, achieving a given goal”³³, ‘effective interpretation’ can be possible by achieving the desired goal(s). ‘Interpretation’ aims “to create and enhance sensitivity, awareness, understanding, appreciation, and commitment”.³⁴ Sensitivity, awareness, understanding, appreciation, and commitment are the stages of the desired process through which the visitor passes. People protect what they understand and value. In other words, Risk explains

Once understanding has been established, effective interpretation is intended to move the visitor from understanding, an intellectual exercise, to appreciation, a mental process closely tied to emotions. ... Finally, the last stage ... is commitment which comes when the visitor finds internal prompting causing them to take actions they would not have taken without interpretation.³⁵

³¹ John Foster, "Heritage Interpretation", in Second World Congress on Heritage Interpretation, David L. Uzzell (ed), Belhaven Press, Warwick, England, 1989, "Faq's"

³² In the last decades, interpretation has developed its own literature. Especially the international conferences (1985 Banff, Canada; 1988 Warwick, UK; 1991 Hawaii, USA and 1995 Sydney, Australia) have notably contributed to the development of the interpretation concept. Foster, in (ed),

³³ Wikipedia, "Effectiveness"

³⁴ Paul H. Risk, "Interpretation - a Road to Creative Enlightenment". CRM, 17 2, 1994

³⁵ Ibid.

The goal of interpretation is a change in behavior of visitors as well as of associated people. Encouraging a wide public appreciation of cultural heritage sites can be possible through such process. As a result, cultural heritage sites can be perceived by the general public “as places and sources of learning and reflection about the past, as well as valuable resources for sustainable community development and intercultural and intergenerational dialogue”.³⁶

In brief, effective interpretation can be possible by achieving public appreciation of cultural heritage (changing behavior of visitors) while making cultural heritage sites places of learning heritage values and meanings, and resources for dialogue, and sustainable community development. Even though, distinctions are made between heritage interpretation and heritage management, such that they are emerging as different professions rather than different professional specializations,³⁷ interpretation should be seen as an integral part of heritage management to achieve its goals.³⁸

Similarly, Adrian Phillips points to the growing professionalism in the interpretation field in Britain, and mentions widely acceptance of interpretation as a practice. He also adds that not only public sector but also the private and nonprofit sectors have been engaged in interpretation.³⁹ However, Uzzell

³⁶ ICOMOS, "Icomos Ename Charter for the Interpretation of Cultural Heritage Sites"

³⁷ Francis P. McManamon and Alf Hatton, Cultural Resource Management in Contemporary Society : Perspectives on Managing and Presenting the Past, Routledge, London ; New York, 2000

³⁸ As the concept of interpretation has evolved over time, the role of interpretation has changed. Initial motivation for interpretation was conserving the natural or built environment by controlling and educating visitors' use of heritage sites. However, Uzzell says, “it now has to be seen in much broader context than simply as one aspect of conservation management. Interpretation is now considered to have a much broader role to play within the recreation and tourism industries, as well as in urban countryside and regional planning”. David L. Uzzell, "Heritage Interpretation", in The Second World Congress on Heritage Interpretation, David L. Uzzell (ed), Belhaven Press, Warwick, England, 1989

³⁹ Adrian Phillips, "Interpreting the Countryside and the Natural Environment", in Ibid.(ed),

argues, there is still need to know more about the **effectiveness of interpretive programs**. He mentions the significance of evaluation and assessment of the public's perception and understanding of the natural and cultural heritage if interpretive programs are to be effective.⁴⁰

In recent years, effectiveness of interpretation programs has been increased due to the use of new technologies. Similar to other aspects of interpretation, **interpretation techniques** have developed since 1970's. As Uzzell mentions "[i]nterpretation in the 1970s was much more in the grasp of the graphic design professionals: interpretation by and large meant leaflets and exhibition panels."⁴¹ Since the early 1990s, new technologies have been started to be utilized for interpreting heritage sites. Virtual reality and interactive multimedia applications have been instrumental in effectively communicating the meanings and significance of the sites to the general public as well as to the professionals.

In the 1990s, certain international documents have mentioned the primary role of effective interpretation in heritage conservation⁴². These documents include Nara Document on Authenticity (1994), Burra Charter (1999), International Charter on Cultural Tourism (1999), Principles for the Conservation of Heritage Sites in China (2002), the ICOMOS Charter for the Interpretation and Presentation of Cultural Heritage Sites (on progress), and Charleston Declaration on Heritage Interpretation (2005).

⁴⁰ David L. Uzzell, "Heritage Interpretation", in Ibid.(ed), p. 6

⁴¹ Ibid.in (ed),

⁴² This evaluation about these international documents was mentioned in the third draft of the Ename Charter on Cultural Heritage Interpretation.

Preserving the values of cultural heritage depends on the public as much as on preservation professionals. With this understanding, Nara Document on Authenticity (1994) focuses on the necessity of increasing public awareness of the values, and particularly of authenticity, of cultural properties:

Increasing awareness within the public of this fundamental dimension of heritage is an absolute necessity in order to arrive at concrete measures for safeguarding the vestiges of the past. This means developing greater understanding of the values represented by the cultural properties themselves, as well as respecting the role such monuments and sites play in contemporary society.⁴³

Similar to the Nara Document on Authenticity, Burra Charter (1999) focuses on communicating the significance of cultural heritage. It explains that “the cultural significance of many places is not readily apparent, and should be explained by interpretation. Interpretation should enhance understanding and enjoyment, and be culturally appropriate.”⁴⁴

In the same year, International Charter on Cultural Tourism (1999) contributes to understanding relation between cultural heritage interpretation and tourism. It builds the foundation of some of the basic principles of the ICOMOS Charter for the Interpretation and Presentation of Cultural Heritage Sites. First of all, the most basic reason of interpreting the heritage is given: “At the broadest level, the natural and cultural heritage belongs to all people. We each have a right and responsibility to understand, appreciate and conserve its universal

⁴³ ICOMOS, "The Nara Document on Authenticity"

⁴⁴ ICOMOS, "Burra Charter"

values.”⁴⁵ Hence, interpretation is explained as one of the primary objectives of heritage management.

Besides, the Charter underlines that accessibility of heritage increases respect for the heritage values, for interests of stakeholders and for the landscapes and cultures from which that heritage evolved. Tourism can be a vehicle for rising public understanding of cultural heritage through communicating its values and significance of preserving them. At the intersection of interpretation and tourism concerns, there are involvement of all stakeholders, providing benefits for host communities, achieving sustainability and enhancing the safeguard of heritage resources for future generations. Finally, the Charter aims to encourage development of “detailed, measurable goals and strategies relating to the presentation and interpretation of heritage places and cultural activities, in the context of their preservation and conservation.”⁴⁶

Another significant document providing insights about heritage interpretation is the *Principles for the Conservation of Heritage Sites in China*, prepared by ICOMOS China in 2002. This document explains heritage interpretation as an integral part of management process. According to the Charter, coordinating relations with the host communities and controlling the visitor carrying capacity is two aspects of the responsibility of those managing heritage sites. Besides, they are responsible from enhancing the quality of interpretation. Interpretation is considered significant as it creates social benefit. One of the primary objectives of management concerning interpretation is increasing public awareness of the site’s significance through interpretation. Another objective is to enhance content and methods of interpretation to make best use

⁴⁵ ICOMOS, "International Cultural Tourism Charter",

⁴⁶ Ibid.

of the interpretive impact. Last objective is defined as the improvement of the social benefits obtained from the site.⁴⁷

In 2002, ICOMOS initiated the development of “The Charter for the Interpretation and Presentation of Cultural Heritage Sites”.⁴⁸ The purpose was “to define the basic objectives and principles of site interpretation in relation to authenticity, intellectual integrity, social responsibility, and respect for cultural significance and context.”⁴⁹ Since 2002, “The Charter for the Interpretation and Presentation of Cultural Heritage Sites” has gone through a series of review and revision process. The Charter, reviewed by the International Scientific and National Committees of ICOMOS, has been shaped according to comments being received from all national committees and individual members of ICOMOS. The first two drafts dated May 2002 and June 2004.⁵⁰

In May 2005, the 8th US/ICOMOS International Symposium, which was held in Charleston, South Carolina, was on the theme “Heritage Interpretation, Expressing Heritage Sites Values to Foster Conservation, Promote Community Development, and Educate the Public”. In this meeting, the charter was broadly discussed. At the end of the symposium, Charleston Declaration on Heritage Interpretation⁵¹ was formulated by the participants. This document indicated the need for a Charter on interpretation and the major areas which might be

⁴⁷ ICOMOS, "Principles for the Conservation of Heritage Sites in China"

⁴⁸ ICOMOS, "The Icomos Charter for the Interpretation and Presentation of Cultural Heritage Sites (Revised Fifth Draft)"

⁴⁹ ICOMOS, "Icomos Ename Charter for the Interpretation of Cultural Heritage Sites"

⁵⁰ "Review by the International Scientific Committee on Interpretation and Presentation"

⁵¹ "Charleston Declaration on Heritage Interpretation"

clarified in following drafts.⁵² This input contributed to the Charter Draft three (dated 5 July 2005).⁵³

More formal ICOMOS institutional sponsorship for the Charter and further research on interpretation was needed. Therefore, an International Scientific Committee on Interpretation and Presentation (ICIP) was established during the 15th General Assembly in Xi'an, China in October 2005. The ongoing review and revision of the Charter has been the official activity of ICIP. As a result of the review of the ICIP members, Charter Draft Four (dated 31-07-06) was produced. The fifth and current draft was finalized in 12 December 2006. The Charter will go through a review and revision process once more, and then the finalized text will be presented for approval to the 16th ICOMOS General Assembly meeting in Quebec, Canada, in 2008.⁵⁴

“The ICOMOS Charter for the Interpretation and Presentation of Cultural Heritage Sites” is important for building an international consensus on the standards of heritage interpretation. It may serve as a guiding document in the effective interpretation of heritage sites. In this study, principles suggested by the Charter will be used as the effectiveness evaluation framework of interpretive activities at Boston National Historical Park in Boston, USA.

⁵² Ibid. Among the issues stressed in this declaration are challenges of incorporating stakeholder views and perceptions, interpreting religious or sacred sites, establishing acceptable boundaries for the sites witnessed to painful memory and defining level of interpretation when hosting community have a different perspective for the interpretation of their heritage site (multiple meanings of heritage sites).

⁵³ "Review by the International Scientific Committee on Interpretation and Presentation"

⁵⁴ Ibid.

1.3.2. Principles of Interpretation

Freeman Tilden offers certain principles to heritage interpretation. He introduced six principles of interpretation:

1. Any interpretation should relate what is being displayed or described to something within the personality or experience of the visitor.
2. Interpretation is different than information. Based upon information, interpretation is the revelation of meanings and significance.
3. Interpretation is a tool of education. Education is not simply teaching of the facts, but communicating facts imaginatively.
4. “The chief aim of Interpretation is not instruction, but provocation.”⁵⁵ Because interpretation aims at stimulating the visitor toward a desire to discover and learn places that he has firsthand experience.
5. “The interpretation should aim to present a whole rather than a part, and must address itself to the whole man rather than any phase”.⁵⁶
6. Interpretation addressed to children ... should follow a fundamentally different approach.⁵⁷

These principles mainly focus on the ways of communicating with the visitor, depending on human psychology. For instance he says the visitor is a ‘whole man’, in other words, a human who has “moods” which should be taken into account by interpreters. Fifth principle is the only principle related to the content of interpretation message. Tilden writes,

⁵⁵ Tilden,

⁵⁶ Ibid.

⁵⁷ Ibid. p. 16

[It] is far better that the visitor to a preserved area, natural, historic or prehistoric, should leave with one or more whole pictures in his mind, than with a mélange of information that leaves him in doubt as to why the area has been preserved at all.⁵⁸

In other words, a whole rather than the whole should be presented to the visitor, because, the whole is infinite and the visitor have limited time for his firsthand experience.

In addition, Percival writes principles of urban interpretation. He focuses on what to tell to visitors and how. These principles are as follows:

1. Focus on senses: “people should be encouraged to use not only their eyes but all five senses.”
2. Tell the truth
3. Look for immediate links with the past: tangible links revealing everyday life
4. Bear the user’s need in mind: “don’t exclude present...never patronize users. ...give date, interesting characteristics...never use technical terms, etc.
5. Stimulate thought and further exploration: wider physical and historical contexts⁵⁹

On the other hand, principles proposed in the current draft of the ICOMOS Charter for the Interpretation and Presentation of Cultural Heritage Sites reflect more comprehensive approach to interpretation. Some of these principles have initially been included in the International Cultural Tourism Charter. The ICOMOS Charter for the Interpretation and Presentation of Cultural Heritage

⁵⁸ Ibid. p. 40

⁵⁹ Percival, p 14.

Sites introduces seven principles to interpretation of cultural heritage. These principles include

1. Communication and Access
2. Information Sources
3. Context and Setting
4. Authenticity
5. Sustainability
6. Inclusiveness
7. Research, Evaluation and Training

Communication and Access, the first principle of the ICOMOS Charter for the Interpretation and Presentation of Cultural Heritage Sites states that “Interpretation and presentation programmes, in whatever form deemed appropriate and sustainable, should facilitate physical and intellectual access by the public to cultural heritage sites”.⁶⁰ This principle explains desired visitor experiences and issues regarding accessibility of the sites. First, interpretation and presentation should increase public understanding and respect. Second, meaningful connections should be established between visitors and the site.

In order to achieve these outcomes, first the audience should be identified to be able to meet their needs. Second, diversity of language among the audience should be taken into account. Third, sites should be physically accessible to all, including people with disabilities. Finally, if on-site interpretation is not

⁶⁰ ICOMOS, "The Icomos Charter for the Interpretation and Presentation of Cultural Heritage Sites (Revised Fifth Draft)"

possible due to such reasons as safety, conservation concerns and cultural sensitivities, then, interpretation should be provided off-site.⁶¹

Second principle is about soundness of **Information Sources**. Information sources are defined in the Nara Document on Authenticity as “all material, written, oral and figurative sources which make it possible to know the nature, specifications, meaning and history of the cultural heritage.”⁶² Regarding information sources, the ICOMOS Charter for the Interpretation and Presentation of Cultural Heritage Sites states that “Interpretation and presentation should be based on evidence gathered through accepted scientific and scholarly methods as well as from living cultural traditions”.⁶³ According to the Charter, interpretation should communicate significance, values, meanings and the range of information of a cultural heritage site as well as memories of associated members and communities. Besides, information and visual reconstructions should be accurate and based on a multidisciplinary study of the site and its surroundings. Finally, this principle indicates that information sources and interpretation and presentation activities should be documented.

The third principle necessitates attention to **setting and context**. In the Burra Charter, “setting” is defined as “the area around a place, which may include the visual catchment.”⁶⁴ The ICOMOS Charter for the Interpretation and Presentation of Cultural Heritage Sites explains that “the Interpretation of

⁶¹ Ibid.

⁶² ICOMOS, "The Nara Document on Authenticity"

⁶³ ICOMOS, "The Icomos Charter for the Interpretation and Presentation of Cultural Heritage Sites (Revised Fifth Draft)", p. 7

⁶⁴ “Place means site, area, land, landscape, building or other work, group of buildings or other works, and may include components, contents, spaces and views.” “Aspects of the visual setting may include use, siting, bulk, form, scale, character, colour, texture and materials.” For more information see ICOMOS, "Burra Charter"

cultural heritage sites should relate to their wider social, cultural, historical, and natural contexts and settings”.⁶⁵ This principle also indicates that as social, cultural, historical and natural contexts and settings are different in each place, there can not be a standardized approach to interpretation.

The fourth principle is preservation of **authenticity**. The ICOMOS Charter for the Interpretation and Presentation of Cultural Heritage Sites indicates that “[t]he Interpretation of cultural heritage sites must respect the basic tenets of authenticity, in the spirit of the Nara Document (1994)”.⁶⁶ Similar to all kinds of interventions that are part of conservation process, interpretation and presentation must protect the authenticity of a cultural heritage site through respect for traditional social functions, cultural values, original fabric, natural and cultural setting, and character of the site. Interpretive infrastructure and visitor facilities should be reversible.

Planning for **sustainability** is the fifth principle of The ICOMOS Charter for the Interpretation and Presentation of Cultural Heritage Sites. This principle acknowledges that “[t]he interpretive plan for a cultural heritage site must be sensitive to its natural and cultural environment, with social, financial and environmental sustainability among its central goals.”⁶⁷ In order to ensure sustainability, the planning and application of interpretation and presentation programmes should be part of park management process. Besides, the potential effect of interpretation and presentation programmes should be assessed. In addition, regular maintenance of interpretive infrastructure should be ensured

⁶⁵ ICOMOS, "The Icomos Charter for the Interpretation and Presentation of Cultural Heritage Sites (Revised Fifth Draft)", p. 8

⁶⁶ Ibid., p. 9

⁶⁷ ICOMOS, "Ename Charter (Revised Third Draft)"

through appropriate design and construction. Finally, interpretation should aim to bring benefits to host community to ensure social sustainability.

The sixth principle is **inclusiveness**. The ICOMOS Charter for the Interpretation and Presentation of Cultural Heritage Sites focuses on the significance of inclusiveness as follows: “The Interpretation and presentation of cultural heritage sites must be the result of meaningful collaboration between heritage professionals, associated communities, and other stakeholders”.⁶⁸ Their participation ensures including multiple perspectives in interpretation. Nevertheless, this issue is challenging as “the mechanisms for securing stakeholder participation remain vague in that there are no universally shared views to who the valid stakeholders are.”⁶⁹

In fact, public participation has been started to be encouraged in the planning process at the beginning of the 1970s in Europe and North America. However, the process has not worked as it was desired. The reason was that “there was not common language between public and planners.”⁷⁰ As the interpreters have the ability and the tools to more effectively communicate the meanings and significance of places to the inhabitants and visitors, interpretation provides a platform for communicating alternative perspectives on the past.

It is also significant to found a cross-cultural common ground.⁷¹ For example, Hester Davis writes that:

⁶⁸ ICOMOS, "The Icomos Charter for the Interpretation and Presentation of Cultural Heritage Sites (Revised Fifth Draft)", p. 11

⁶⁹ Ename Center for Public Archaeology and Heritage Presentation, "Icomos Ename Charter for the Interpretation of Cultural Heritage Sites"

⁷⁰ Uzzell, in (ed), , p.11

⁷¹ Astrida Uptis, "Interpreting Cross-Cultural Sites", in Ibid.(ed),

Native Americans, an important part of the American archaeologists' public, have recently expressed offense at published photographs of prehistoric human burials and at the display of bones, and in many cases they have objected to the excavation of prehistoric human remains at all.⁷²

In such cases, respect to host community necessitates not to interpret some sensitive aspect of heritage.

The Charter also points out that "plans for expansion and revision of interpretation programs should be open for public comment and involvement".⁷³

The last principle of the Charter, **research, evaluation and training**, refers to the management of interpretation. It is stated that "continuing research, training, and evaluation"⁷⁴ are essential components of the interpretation of a cultural heritage site."⁷⁵

⁷² Hester Davis, "Is an Archaeological Site Important to Science or to the Public, and Is There a Difference?" in *Ibid.*(ed),

⁷³ ICOMOS, "The Icomos Charter for the Interpretation and Presentation of Cultural Heritage Sites (Revised Fifth Draft)", p. 11

⁷⁴ According to Alderson and Low, evaluation methods may include personal interviews, observations at the site, analysis of visitor letters and attendance figures. Alderson and Low,

⁷⁵ ICOMOS, "The Icomos Charter for the Interpretation and Presentation of Cultural Heritage Sites (Revised Fifth Draft)", p. 12

CHAPTER 2

BOSTON NATIONAL HISTORICAL PARK

2.1 Background: National Park Service

The National Park Service (NPS), established in 1916⁷⁶, is the federal institution that has been responsible for preserving historic resources that have national significance.⁷⁷ (See Appendix B: Definitions) The purpose of the establishment of the National Park Service was stated in the National Park Service Organic Act as to:

promote and regulate the use of the...national parks...which purpose is to conserve the scenery and the natural and historic objects and the wild life therein and to provide for the enjoyment of the same in such manner and by such means as will leave them unimpaired for the enjoyment of future generations.⁷⁸

Therefore, the primary responsibility of the NPS is to conserve and administer the natural and cultural resources in the national parks as well as to make them accessible to national and international visitors.⁷⁹

⁷⁶ Boston National Historical Park, "Annual Performance Plan for Boston National Historical Park, 2003", National Park Service, Boston, 2003

⁷⁷ In the United States, the federal government system also reflects on the preservation system, in which federal, state, and local governments play different roles across the country.

⁷⁸ (National Park Service Organic Act, 16 U.S.C.1.)

⁷⁹ The NPS also administers a wide range of preservation programs which are operated mainly by other public or private institutions. These programs include the National Register of Historic Places, National Historic Landmarks Program, National Natural Landmarks Program, Land and Water Conservation Fund Grants Program, Historic American Building Survey, Historic American Engineering Record, American Battlefield Protection Program, National Maritime Heritage Grants Program, Rivers, Trails, Conservation Assistance Program, and Tribal

All units in the National Parks have been included in the park system for representing “some nationally significant aspect of [American] natural and cultural heritage”.⁸⁰ In other words, all National Park Service units have been determined to have national significance.⁸¹ The NPS policies explain which resources would be considered nationally significant as follows:

An area will be considered nationally significant if it is an outstanding example of a particular type of resource; possesses exceptional value or quality in illustrating or interpreting the natural or cultural themes of [American] nation’s heritage; offers superlative opportunities for public enjoyment, or for scientific study; and retains a high degree of integrity as a true, accurate, and relatively unspoiled example of a resource.⁸²

At present, the National Park Service system is composed of 379 units located across the United States. All parks are guided by the National Park Service Management Policies of 2001, which provides parks with standards for their administration.⁸³

Interpretation is a significant component of the administration of the parks since communicating the values of the cultural and natural resources to the public is one of the primary goals of the National Park Service. In particular, interpreting historical parks is given special attention. Because, Barry Mackintosh explains, “the Service's task at its historical areas--indeed, the

Heritage Preservation Grants Program. For more information see: National Park Service, "2001 Nps Management Policies, Cover"

⁸⁰ "Management Policies 2001"

⁸¹ New possible inclusions to the park system are decided with this criterion. National significance of a resource is determined by NPS professionals, in consultation with subject matter experts, scholars, and scientists. Ibid.

⁸² Ibid. Besides, the National Historic Landmarks process is applied for evaluation of the national significance of the resources.

⁸³ Ibid.

basic rationale for its involvement with such areas--is interpretation".⁸⁴ The Historic Sites Act of August 21, 1935, specifically states that the Secretary of the Interior, through the Service is required to "develop an educational program and service for the purpose of making available to the public facts and information pertaining to American historic and archaeological sites, buildings, and properties of national significance".⁸⁵

Besides, interpretation is seen as the most important phase of managing a historic site.⁸⁶ Purpose of interpretation in the Parks is explained in the "**Management Policies 2001**".⁸⁷ Focusing on the management of the national park system, the Management Policies clarifies the National Park Service philosophy concerning the interpretation of the parks. For example, **establishing standards** for interpretation has been one of the goals of the National Park Service⁸⁸. Besides, competency of the park staff is given significance to ensure quality of programs.⁸⁹

After a park is established, basically the first step is the making of a General Management Plan as an overall plan.⁹⁰ A General Management Plan gives guidance about how to manage the park, and defines goals.⁹¹ Goals of the National Park Service for preservation and interpretation and use of the sites

⁸⁴ Mackintosh,

⁸⁵ Ibid.

⁸⁶ Ibid.

⁸⁷ "Management Policies 2001"

⁸⁸ Look at for standards for ensuring high-quality interpretation and education programs: director's order #6 and reference manual 6.> < GMP / VERP / NEPA (National Environment Policy Act) refer to NPS NEPA Guidelines

⁸⁹ Sheila Cookie-Kayser, interview with S.Yıldırım Esen. Boston, 2006

⁹⁰ Each park becomes a part of a bigger region. People involved in the planning process would be not just the park service people, but it could also be any partners, other people in the community who would be affected by the park. Besides, regional employees of the National Park Service help parks develop their plans. Ibid.interview with S.Yıldırım Esen.

⁹¹ Ibid.interview with S.Yıldırım Esen.

are defined in general management plans of the parks. In addition, a framework for achieving defined goals is provided in a general management plan. General managed plans are supposed to be revised as circumstances and institutional goals change.

Besides, each of the National Park Service units, offices and programs build up their own implementation processes and submit their Strategic Plans, Annual Performance Plans, and Annual Performance Reports.⁹² A Strategic Plan is developed for a five-year- period. It aims to address applicable long-term goals of the Park. Besides, every year an Annual Performance Plan is created. Annual Performance Plans focus on the annual goals aimed to be accomplished within the following fiscal year. The Annual Performance plans together with other internal management documents guide activities of the park throughout the year.⁹³ In addition, a separate preservation plan or a national resource management plan may be developed depending on the type and needs of the resources of the park.⁹⁴ The purpose of these performance documents is to improve the effectiveness and efficiency of the programs. This goal-driven management concept forms the basis of current management system in the National Park system of the United States.⁹⁵

⁹² In order to improve the effectiveness and efficiency of federal programs, the Government Performance and Results Act was passed by the U.S. Congress in 1993. The Government Performance and Results Act of 1993 (GPRA) requires government agencies to develop their multiyear strategic plans, annual performance plans, and annual performance reports. The primary purpose of this Act is “to bring the federal government into the performance management revolution”. For more information see: "Government Performance Results Act of 1993"

⁹³ "Annual Performance Plan for Boston National Historical Park", National Park Service, Boston, 2003

⁹⁴ Cookie-Kayser, interview with S.Yıldırım Esen.

⁹⁵ "Annual Performance Plan for Boston National Historical Park",

In addition to management plans, parks are required to have interpretive plans in accordance with general management plans.⁹⁶ Interpretive activities provided by parks to the visitors are supposed to be created compliant with planning documents including the Long Range Interpretive Plan and Annual Performance Plan. The significance of interpretive planning is explained as follows:

The ultimate outcome of planning for national parks is an agreement among the National Park Service, its partners, and the public on why each area is part of the National Park System, what visitor experiences should exist there, and how those conditions can best be achieved.⁹⁷

According to NPS, interpretation is about choices and right choices necessitate an effective planning system. Thus, the National Park Service provides parks with **planning tools** to guide them in their planning efforts. For example, Visitor Experience and Resource Protection Framework (VERP) can be used for balancing visitor experience goals with resource protection goals.⁹⁸

Parks are assisted by the **Harpers Ferry Center**, which is founded as a unit within the National Park System, in developing their interpretive plans and

⁹⁶ Making interpretive plans is relatively new for the parks. These formal plans have started to be done in the last ten years. Therefore, some parks do not have them yet. Cookie-Kayser, interview with S.Yıldırım Esen.

⁹⁷ National Park Service, "Long-Range Interpretive Plan - Boston National Historical Park Massachusetts 2002", Unpublished document, Department of Interior National Park Service, Boston, 2002

⁹⁸ The process defined in the VERP Framework is as follows: Assembling an Interdisciplinary Project Team / Developing a Public Involvement Strategy (Stakeholder needs, wants assessment) / Developing Statements of Park Purpose, Significance and Primary Interpretive Themes, Identify Planning Constraints (Park Management Criteria, Resource Protection Criteria) / Analyzing Park Resources and Existing Visitor Use / Describe a Potential Range of Visitor / Experiences and Resource Conditions / Allocate the Potential Zones to Specify Locations / Select Indicators and Specify Standards for Each Zone / Monitor Resource and Social Indicators

developing interpretive media.⁹⁹ An interpretive plan defines what the park is supposed to tell to the visitors. Plans are prepared by a team, which would be a combination of park's own interpretive staff, people from the regional office and interpreters from another park Team members look in a wide range of issues including significance of the park, themes, existing interpretive services to the visitors, audiences who is coming and who is left out, research needs to be done, etc.¹⁰⁰

2.2. Boston National Historical Park

Boston, located on the eastern cost of the United States, has a population of 589,141.¹⁰¹ It is the capital of the state of Massachusetts. Today's downtown Boston is the place where the town of Boston was established in 1630, when the Puritans¹⁰² arrived from Great Britain to the New World.

In the years between 1765 and 1776, Boston played an important role in American history. Besides, Boston has been one of the leading cities in preserving its historic resources. History of preservation efforts in Boston goes back to the 1870s. As a result, unlike most of other American cities, Bostonians have saved some of the city's historic structures. The city possesses historic resources spanning two hundred years between the late 17th Century and the

⁹⁹ Harpers Ferry Center, "Harpers Ferry Center"

¹⁰⁰ Cookie-Kayser, interview with S.Yıldırım Esen.

¹⁰¹ "State & County Quick Facts, Census 2000"

¹⁰² Puritan is "[a] term first used about 1570 for English Protestants who wanted to "purify" the Church of England of ceremony and ritual not found in the scriptures". Most of them immigrated from England to America. Massachusetts Bay Colony was a colony settled by English Puritans immigrated to America. The other English settlement in Massachusetts was Plymouth Colony, settled in 1620 and located 50 km. south. "Puritans included people from all of English society and from all parts of England". For more information: Dan Axtell, "A Glossary of 17th Century Terms"

19th Century.¹⁰³ Preservation efforts led to the establishment of several museums dedicated to telling the history of Boston.¹⁰⁴

In 1974, Congress and the National Park Service began to take part in preservation efforts by establishing the Boston National Historical Park.¹⁰⁵ This legislation included the following sites within the park:

- Faneuil Hall
- Paul Revere House, a colonial home
- Old North Church
- Old State House
- Bunker Hill Monument
- Old South Meeting House
- and portions of the Charlestown Navy Yard and USS Constitution, America's oldest commissioned warship.

In 1978, Dorchester Heights was added to the park.¹⁰⁶

Old South Meeting House, Old State House, Old North Church and the Paul Revere House are located in downtown Boston. The Charlestown Navy Yard

¹⁰³ Public Buildings: Old State House (1713), Faneuil Hall (1742) (enlarged in 1805 by Bulfinch); 2 of the 3 18th Century Anglican churches: King's Chapel (1754), Christ Church (Old North Church) (1723); Only congregational meeting house that has survived: Old South Meeting House (1730). Old Corner Bookstore (1712). One of a few private dwellings: Paul Revere House (1677), Moses Pierce-Hichborn House (1711); 3 burying grounds: Old Granary (1660), King's Chapel Burying Ground (1630), Copp's Hill ; the Common (1634); Ebenezer Hancock House (Oldest extant brick building in Boston) 1760; Capen House-Union Oyster House 1714;> from Colonial Period (1630 – 1776) were saved.

¹⁰⁴ United States. National Park Service. Division of Publications., Boston and the American Revolution : Boston National Historical Park, Massachusetts, U.S. Dept. of the Interior : [Supt. of Docs. U.S. G.P.O. distributor, Washington, D.C., 1998

¹⁰⁵ "General Management Plan", Unpublished Document, United States Department of Interior / National Park Service, Boston, 1980

¹⁰⁶ Ibid. p. 3

and the Bunker Hill Monument and Battlefield are located in the Charlestown residential neighborhood. Dorchester Heights Battlefield is located in the South End district of the city of Boston (See Figure 1).

Seven sites including Bunker Hill Monument, Faneuil Hall, Old North Church, Old State House, Old South Meeting House, Paul Revere House, and Dorchester Heights are associated with events and people that are significant in the history of American Revolution.¹⁰⁷ (See Figure 2)

¹⁰⁷ "General Management Plan", The other walking tour downtown Boston is the Black Heritage Trail, which is a counterpart to Freedom Trail. The Black Heritage Trail links the sites of the Boston African-American National Historic Site, which was established by the congress in 1980. Like Boston National Historical Park, this park includes public and private historic structures, which have been associated with historic events and people who played a role to end slavery and found equal education in the United States. Boston African-American National Historic Site and Museum of Afro American History also offer exhibits and special programs for visitors.



Figure 1 Map showing the sites of the Boston National Historical Park
(General Management Plan 1980)

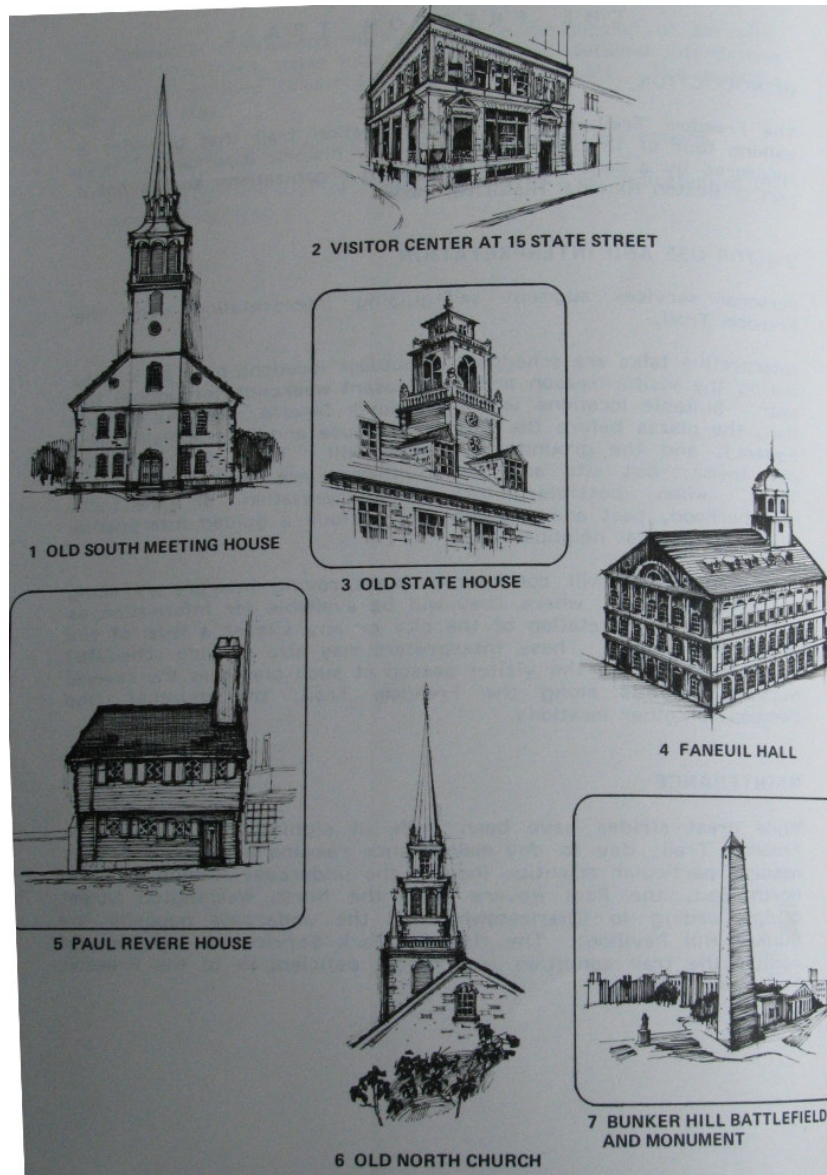


Figure 2 Sites of the Boston National Historical Park (General Management Plan 1980)

The Old South Meeting House was built in 1729 (See Figures 3, 4). It has been scene to historical events that lead to American Revolution. The building also has architectural significance, which is explained as follows: “It is among the very few pre-Revolutionary meeting houses still standing. This two-storey brick structure with gable roof and brick side tower is the most intact brick example of this type of Congregationalist meeting house in America”.¹⁰⁸ During the occupation of Boston in 1775 by the British, interior furnishings of the building were destroyed. In 1778, the interior was reinstalled. In the early 19th century, changes were made to interior. The building was restored in 1947 and between 1995 and 1997. The building is used for educational purposes and for public gatherings. It is operated by the nonprofit Old South Association.¹⁰⁹ (See Appendix C for more information)

¹⁰⁸ Ibid. p. 87.

¹⁰⁹ Ibid. pp. 87-93

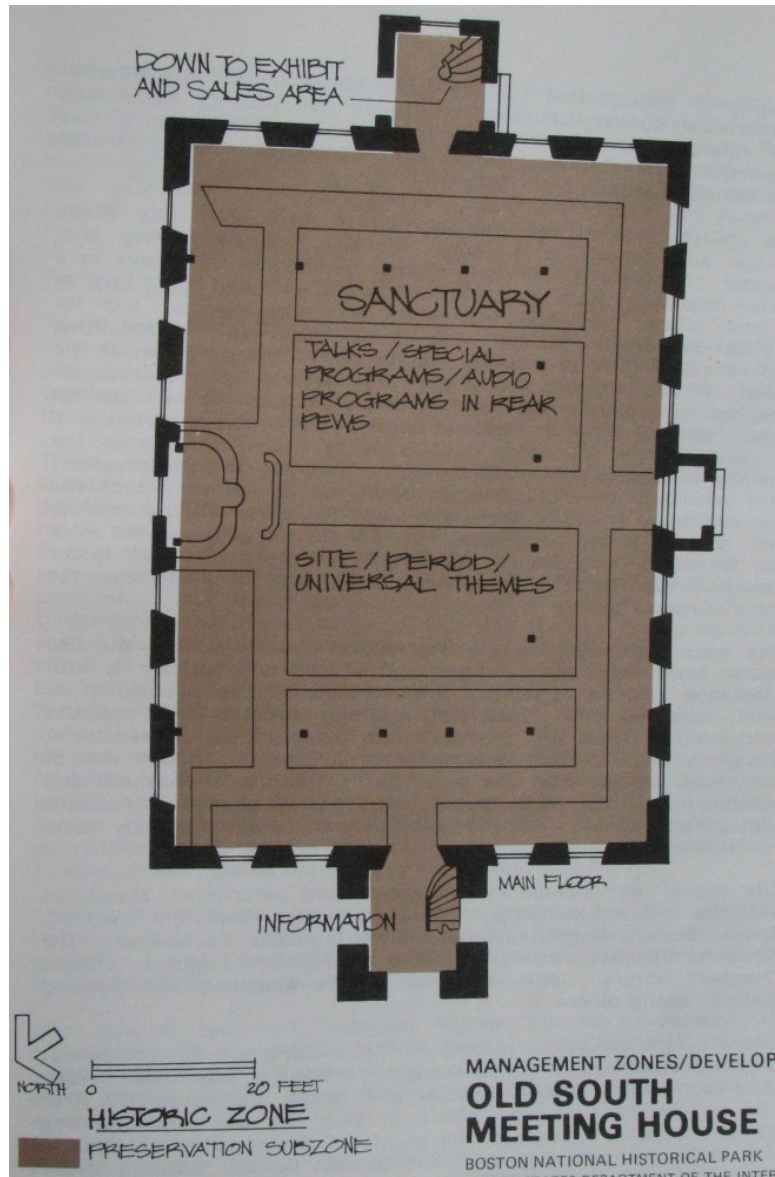


Figure 3 Basement and ground floor plans of the Old South Meeting House (General Management Plan 1980) pp. 88-89



Figure 4 Old South Meeting House (Yıldırım Esen, June 2006)

The Old State House was built in 1712 as the seat of the Province of Massachusetts (See Figure 5). It was the second town house built in Boston. Significant historical events occurred at this building during American Revolution.¹¹⁰ After the American Revolution it was used as the State House for the Commonwealth of Massachusetts from 1776 to 1798. It has been

¹¹⁰ "Long-Range Interpretive Plan - Boston National Historical Park Massachusetts 2002", Unpublished document, Department of Interior National Park Service, Boston, 2002

preserved and interpreted by the Bostonian Society since 1882. It functions as a Boston history museum.¹¹¹ (See Appendix C)

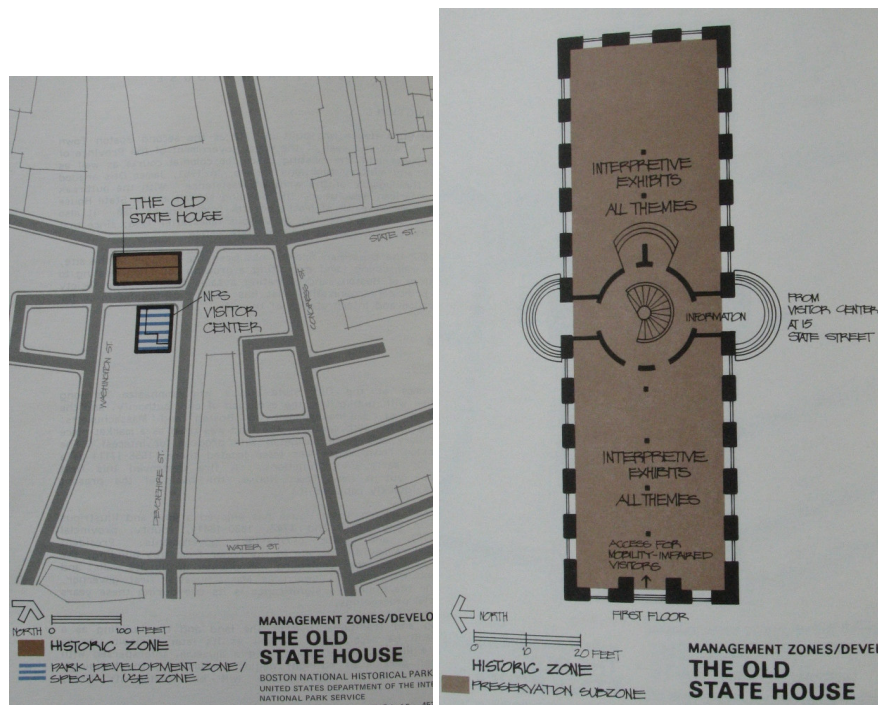


Figure 5 Site plan and the first floor plan of the Old State House (General Management Plan 1980) pp. 101-104

Faneuil Hall was built in 1740-42 (See Figures 6, 7). This two story building with open arcades has been used as a market (ground floor) and a meeting hall. The building was damaged by fire in 1761. Only its exterior brick walls could

¹¹¹ "General Management Plan", pp. 101-104

be saved. Later, it was rebuilt. Significant historical meetings were held here during the Revolutionary years. In 1805 it was enlarged and the third story was added by architect Charles Bullfinch. In 1898-99, the building was renovated. It was restored between 1910 and 1930. The hall has been owned by the City of Boston since 1742. Today, in the basement and on the first floor there are shops, a restaurant and markets, on the second and third floors there is a public meeting hall. On the third floor, there is a museum and a meeting hall.¹¹² (See Appendix C)



Figure 6 Faneuil Hall (Yıldırım Esen, June 2006)

¹¹² Ibid. p. 60

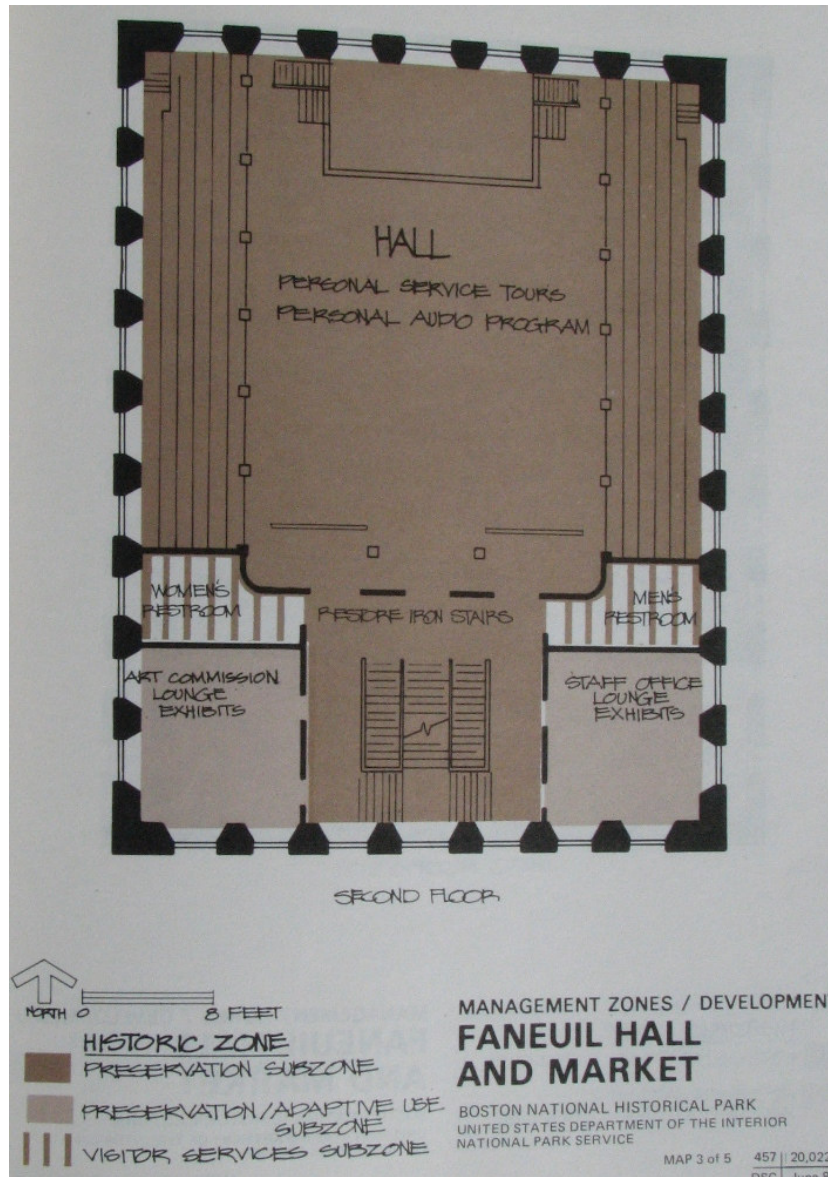


Figure 7 Second floor plan of the Faneuil Hall (General Management Plan 1980) p. 63

Paul Revere House is located in a residential neighborhood, North End. This two story building is best known for its association with Paul Revere, who was an important figure during the American Revolution. It is also significant for being the only colonial building this type standing in an American city. Besides, built about 1680, Paul Revere House is the oldest dwelling in Boston.¹¹³ (See Figures 8, 9)



Figure 8 Paul Revere House (Yıldırım Esen, June 2006)

¹¹³ "The Paul Revere House"

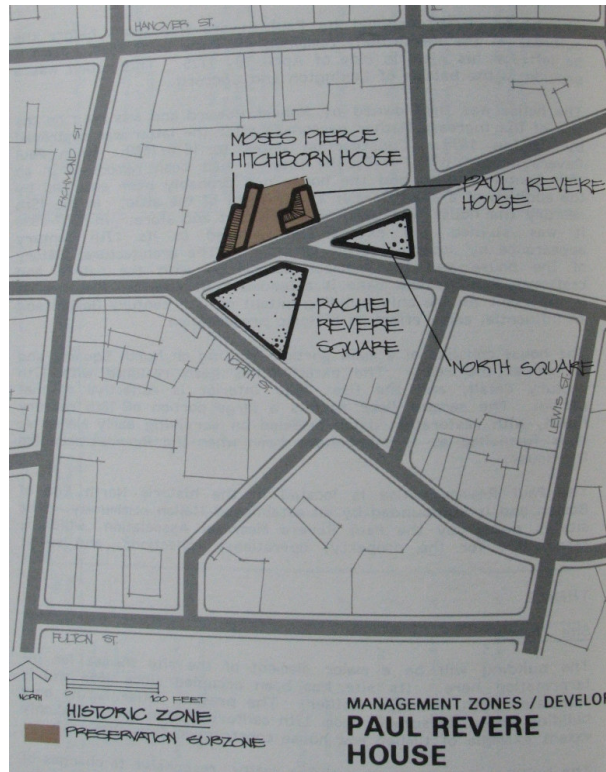


Figure 9 Site plan of the Paul Revere House (General Management Plan 1980)

Paul Revere owned this house from 1770 to 1800 and lived here for ten years (1770-1780). It was later used as a candy store, cigar factory, bank and vegetable and fruit business, and tenement. The building was saved from demolition as a result of the efforts of the Bostonians:

“In 1902, Paul Revere's great-grandson, John P. Reynolds Jr. purchased the building to ensure that it would not be demolished. Over the next few years, money was raised, and the Paul Revere Memorial Association formed to preserve and renovate the building. In April 1908, the Paul Revere House opened its doors to

the public as one of the earliest historic house museums in the U.S. The Association still oversees the preservation and day-to-day operations of this national treasure.”¹¹⁴

In 1902, the building was restored to its 17th century appearance and turned into a museum.¹¹⁵ Pre-1900 photographs show its previous appearance with storefronts (See Figure 10).



Figure 10 Paul Revere House: Before restoration (The Paul Revere Memorial Association, 2006)

¹¹⁴ Ibid.

¹¹⁵ Ibid.

Old North Church was built in 1723. At the beginning of American Revolution, two lanterns hang from the belfry of the building signaled that the British troops were coming. Therefore, the building is given historical significance. The brick tower was added in 1724-37 and the steeple was installed in 1740. The steeple was changed in the 18th century. In 1913, it was restored to its estimated 1775 appearance. (See Figure 11) (See Appendix C)

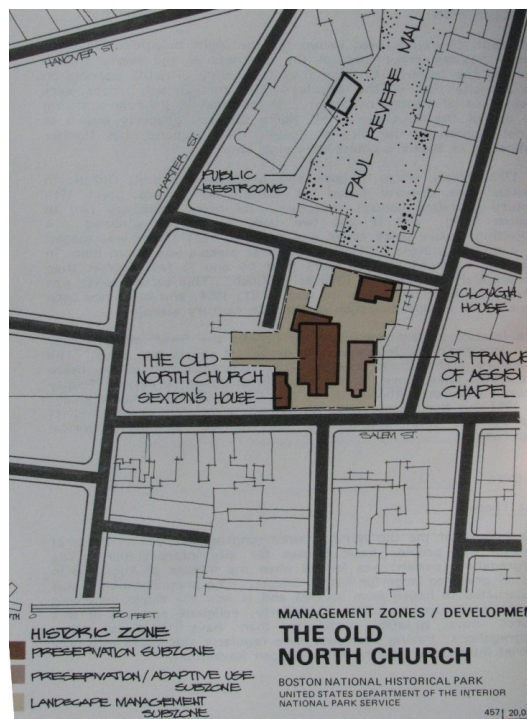


Figure 11 Site plan of the Old North Church (General Management Plan 1980)

Charlestown Navy Yard was founded in 1700 as a supply depot and was established in 1800 as a naval shipyard to build, maintain and repair ships. The

Navy Yard served until 1974, when it was closed. Approximately 100 of 130 acres of the site have been redeveloped by the Boston Redevelopment Authority. The remaining part was included in the Boston National Historical Park.¹¹⁶ New uses such as housing, research laboratories, offices, shops and museums have been given to the old Navy Yard buildings. Today, The Navy Yard documents US Naval technological and social history. The oldest commissioned warship, namely U.S.S. Constitution, is maintained and interpreted to visitors. (See Figures 12, 13 and Appendix C)

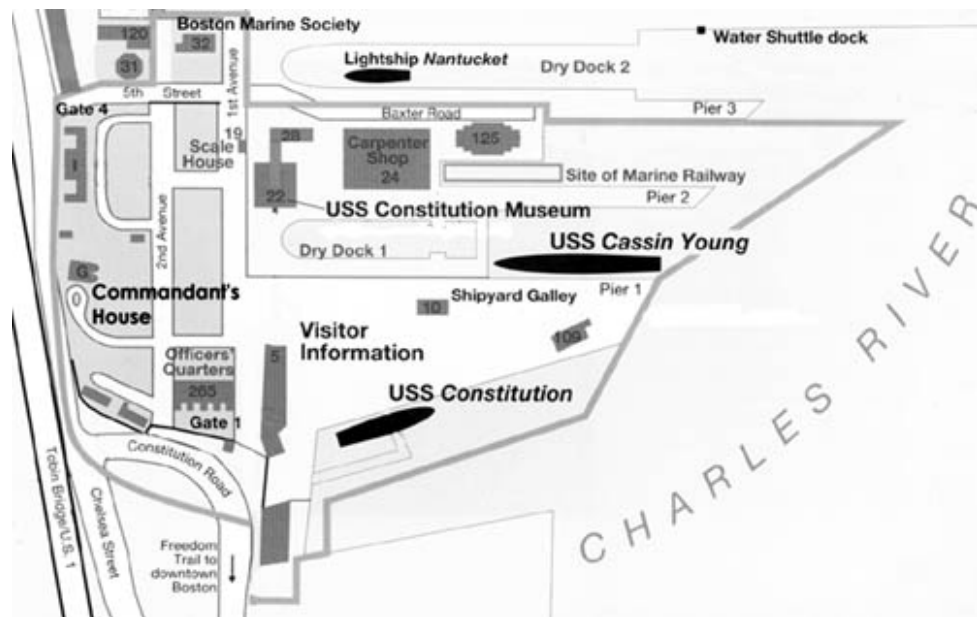


Figure 12 Map of the Charlestown Navy Yard (Service 2007)

¹¹⁶ "Charlestown Navy Yard"



Figure 13 Charlestown Navy Yard (Yıldırım Esen, 2006)

Bunker Hill Battlefield and Monument is significant as the Battle of Bunker Hill, which was the first action between American militia and British troops, fought at this place. Bunker Hill Monument, which was built in 1825-1842, was the first major monument in America. Adjacent lodge was built in 1902. (See Figures 14 and Appendix C)



Figure 14 Bunker Hill Monument and Battlefield (Yıldırım Esen, 2006)

In addition to these sites, Dorchester Heights, a memorial commemorating the British evacuation of Boston on March 17, 1776, is associated with the Boston National Historical Park. (See Figure 15 and Appendix C)



Figure 15 Dorchester Heights Battlefield and Monument (Yıldırım Esen, 2006)

2.2.1. Organizational Capacity

The Boston National Park staff is led by a superintendent and a deputy superintendent. Five operating divisions of the park include Cultural Resources, Interpretation, Protection, Maintenance, and Administration departments. Staff expertise working in these divisions includes 30 permanent park rangers, a planner, a historian, a historical architect, a preservation

specialist, a museum technician, a public affairs specialist, a facilities manager and a deputy facilities manager.¹¹⁷

There is a supervisor who is a chief of Interpretation Department. He has three supervisors under him and twelve permanent park rangers. In addition, each summer approximately 25 seasonal park rangers within interpretation join the staff.¹¹⁸ Totally 106 permanent positions, 1 term position, and approximately 26-30 seasonal positions constitute the human resources of the park. Every year, approximately 13,000 hours of **volunteer work** supplements this work force.¹¹⁹

The Boston NHP has been a partnership park since it was created. The Park is unique in that it unites single historic buildings and landscapes within the city which are owned by private and public organizations, who are the partners of the park. There is a cooperative relationship among the parties.¹²⁰ The coordination of management and maintenance responsibilities are defined with the cooperative agreements between the National Park Service and each site.¹²¹ The Federal Government provides a base operating budget for the park which is supplemented by additional resources such as donated funds, park housing, repair / rehabilitation funds, etc. The park's budget funds resource preservation and management, visitor services, park administration, and facility operations and maintenance.¹²²

¹¹⁷ "Annual Performance Plan for Boston National Historical Park",

¹¹⁸ Ibid, Cookie-Kayser, interview with S.Yıldırım Esen.

¹¹⁹ "Annual Performance Plan for Boston National Historical Park",

¹²⁰ Ibid.

¹²¹ "Long-Range Interpretive Plan - Boston National Historical Park Massachusetts 2002",

¹²² "Annual Performance Plan for Boston National Historical Park",

The Charlestown Navy Yard, Bunker Hill Monument, and Dorchester Heights are owned by the Federal government. Old South Meeting House is owned and operated by the Old South Association, which is a private, nonprofit organization. Old State House is owned and operated by the Bostonian Society. The Paul Revere House is owned and operated by the Paul Revere Association. Old North Church is still used as a church. The U.S.S Constitution, a commissioned navy ship, at Charlestown Navy Yard is owned and operated by the U.S Navy. The USS Constitution Museum is a private nonprofit organization which houses NPS owned facilities in the museum. Finally, Faneuil Hall and the Old State House are owned by the City of Boston.¹²³ Within this partnership, all partners share responsibilities, costs, and technical assistance.¹²⁴ Privately owned and operated sites in the Boston National Historical Park are able to use federal funds because they are included in the original park legislation. When there is a major preservation work that needs to be done, the Park puts in other funding sources for the sites owned by the other organizations.¹²⁵

Cookie-Kayser, a supervisory park ranger in the Boston National Historical Park, mentions that there has been a good relationship between the park and the partners due to well established trust and mutual respect among partners. Therefore, they work together and inform each other about new scholarly information. The Park Service and the partners do a lot of interpretive collaborative programs. For instance, they do collaborative education programs

¹²³ Ibid. The exhibit in the Old State House is owned by the Bostonian Society. Cookie-Kayser, interview with S.Yıldırım Esen.

¹²⁴ "Annual Performance Plan for Boston National Historical Park",

¹²⁵ Cookie-Kayser, interview with S.Yıldırım Esen.

for all Boston schools. Each summer they organize a teacher workshop for one week to introduce teachers to the program.¹²⁶

2.2.2. Planning for Interpretation

The General Management Plan of the Boston National Historical Park includes initial decisions regarding the interpretation of the sites. During the planning process, first, alternative planning strategies have gone through a public review process. Then, comments and suggestions received from the people, communities and organizations were incorporated into a Draft General Management Plan. Next, this draft was once more presented for public review and the Plan was finalized in 1980. Therefore, the General Management Plan, accordingly, the reasoning of the interpretation of the sites of the park reflects public input.

A framework for achieving the goals of the National Park Service for preservation and use of the sites is provided in this plan. Besides, the General Management Plan consists of proposals for the interpretation of each site. How sites will be used for interpretive purposes, and which themes will be communicated to the visitors through interpretation are included in the plan. The General Management Plan identifies three levels of significance and interpretive themes including site themes, period themes as well as universal themes for each site. Site themes are those that relate to the history of a particular site. These themes span all periods. Period themes are those associated with the Revolutionary period. Universal themes are those relating

¹²⁶ Ibid.interview with S.Yıldırım Esen.

to the site as it provides universal ideas. These three themes are recognized indivisible and equal in value.¹²⁷

The other planning tool for interpretation at parks is the Long Range Interpretive Plan. This plan is supposed to be in accordance with the General Management Plan.¹²⁸

The Long Range Interpretive Plan work of the Boston NHP began in 1999. Before this plan was developed, a 1995 study¹²⁹ about problems and potentials of the Freedom Trail provided recommendations about the interpretation of the park. The Long Range Interpretive Plan was built on these previous study recommendations.¹³⁰

The Long Range Interpretive Plan, which was completed in 2002, recommends tasks to be achieved in the following eight to ten year period. The ultimate goal of the interpretive planning process was defined in this plan as “the development of a high-quality, cost-effective, tightly focused park interpretive program that effectively addresses all audiences and management goals”.¹³¹

The Long Range Interpretive Plan was completed after a series of meetings, and agreements among the National Park Service and municipal and private partners. The first phase of this process was assembling a planning team. Then, it was followed by developing statements of park purpose, park significance, primary interpretive themes, and visitor experience goals. Next step was

¹²⁷ "General Management Plan", p. 13

¹²⁸ Ruth Raphael, interview with S.Yıldırım Esen. Boston, May 24 2006

¹²⁹ A Boston architectural firm was contracted by the National Park Service to conduct this study, which was published in 1996.

¹³⁰ "Long-Range Interpretive Plan - Boston National Historical Park Massachusetts 2002",

¹³¹ Ibid.

describing visitors and potential audiences, which was continued by describing issues and influences that the Park has faced with. Next, existing visitor experiences and interpretation in the Park was analyzed. Then, recommendations were developed. Finally, priorities for implementation were set, and implementation strategies were provided in the plan.¹³²

- Assembling a Planning Team

At the beginning of the project, the Harper's Ferry Center Team Captain started working with Boston National Historical Park staff, who then decided on the planning team. Planning team members was chosen to include the members of park staff, park partners, representatives from other National Park Service sites, and Harpers Ferry Center.¹³³ The Boston National Historical Park staff among the planning team was composed of 12 people, including Bunker Hill and Charlestown Navy Yard Site Managers, the .superintendent, two deputy superintendents, a park planner, and the chief of Cultural Resources, the chief of Interpretation, two supervisory park rangers, and two park rangers. Other National Park Service staff was one interpretive planner from the Harpers Ferry Center, the acting director of the Northeast Museum Services Center, and a supervisory park ranger from the Boston African American National Historical Site. The remaining team members were people from park partners and cooperating sites. Old North Church, Eastern National, Old South Meeting House, Naval Historical Center- Boston, the Bostonian Society, USS Constitution, Massachusetts Historical Society, USS Constitution Museum, the

¹³² Ibid. Cookie-Kayser, interview with S.Yıldırım Esen.

¹³³ Cookie-Kayser, interview with S.Yıldırım Esen.

Freedom Trail Foundation, and Paul Revere House were the organizations represented in and contributed to the planning process.¹³⁴

- Developing Statements of Park Purpose, Significance and Primary Interpretive Themes, and Visitor Experience Goals

Once the planning team was assembled, a two-day interpretive planning workshop, which was the first of three workshops, was held in November of 1999. “Planning focuses first on why a park was established and what conditions should exist before delving into details about specific actions”.¹³⁵ Therefore, the purpose of the first workshop was developing statements of park purpose, significance, primary interpretive teams, and visitor experience goals.

Based on legislation: the **purpose of the Boston National Historical Park** was defined as:

to preserve, protect, and interpret for the benefit of all people, the structures and properties of outstanding national significance located in Boston and associated with the American Revolution and the founding and growth of the United States.¹³⁶

Legislation that established the Boston National Historical Park includes within certain historic structures and properties because of their “outstanding national significance”¹³⁷ and for being “associated with the American Revolution and the founding and growth of the United States”.¹³⁸ This definition becomes the basis of the **significance statements of the park**, which focus solely on the

¹³⁴ "Long-Range Interpretive Plan - Boston National Historical Park Massachusetts 2002",

¹³⁵ Ibid. p. 4.

¹³⁶ Ibid.

¹³⁷ Ibid.

¹³⁸ Ibid.

extrinsic values¹³⁹ of the sites such as identity value, rarity value and political value. Within this framework, the significance of the Boston National Historical Park was described in the Long Range Interpretive Plan under four topics as shown in Figure 16.

¹³⁹ Bernard M. Feilden, Jukka Jokilehto and International Centre for the Study of the Preservation and the Restoration of Cultural Property., Management Guidelines for World Cultural Heritage Sites, ICCROM, Rome, 1993

“At Faneuil Hall, the Paul Revere House, the Old North Church, the Old State House, the Old South Meeting House, Dorchester Heights, and Bunker Hill, key events associated with the outbreak of American Revolution occurred and citizens and patriots first debated and struggled for the cause of American liberty”.

“Old North Church, Paul Revere, as represented by Paul Revere House, Bunker Hill Monument, and USS Constitution have become American icons and represent continuing struggles to define freedom”.

“The oldest commissioned warship afloat and one of the first ships authorized by Congress, the undefeated USS Constitution’s brilliant naval career established her as a symbol of American maritime strength”.

“As one of the original United States navy yards, the Charlestown Navy Yard symbolizes two centuries of the nation’s commitment to defend the republic and is one of few remaining examples of a major maritime industrial site”.

Figure 16. Significance statements of the Boston National Historical Park in the Long Range Interpretive Plan of 2002

In these statements, the significance of the Old South Meeting House, the Old State House, Faneuil Hall, the Paul Revere House, the Old North Church, the Bunker Hill Monument and Dorchester Heights is mentioned for being associated with the American Revolution, accordingly for their identity and political values. The U.S.S. Constitution is given significance for being a

“symbol of American maritime strength”¹⁴⁰ and -and the Charlestown Navy Yard-was mentioned as a symbol of “two centuries of the nation’s commitment to defend the republic”¹⁴¹, and as “one of a few remaining examples of a major maritime industrial site”.¹⁴²

Significance statements of the park guide decisions about the **interpretive themes**. Interpretive themes are basic concepts concerning the park’s significance, which would be communicated to the public through interpretive programs and media at the park. The Long Range Interpretive Plan also mentions that “[t]he themes do not include everything we may wish to interpret, but rather the ideas that are critical to a visitor’s understanding of the park”.¹⁴³ With this understanding, five themes were developed in the plan. (See Figure 17)

Interpretive planning also describes **desired visitor experiences** including everything “that visitors do, sense, feel, think, and learn”.¹⁴⁴ The visitor experience goals in the Long Range Interpretive Plan are listed and grouped in relation to the previously defined principles of interpretation, lately developed within the ICOMOS Charter for the Interpretation and Presentation of Cultural Heritage Sites (See Figure 18). It is mentioned in the Long Range Interpretive Plan that “[t]hese experiences will be available to visitors of all abilities including those with visual, auditory, mobility, or cognitive impairments”¹⁴⁵.

¹⁴⁰ "Long-Range Interpretive Plan - Boston National Historical Park Massachusetts 2002",

¹⁴¹ Ibid.

¹⁴² Ibid.

¹⁴³ Ibid.

¹⁴⁴ Ibid.

¹⁴⁵ Ibid.

1. “Boston was a major port, an urban economic center, and a hub of political activity and resistance; when occupied by British troops, this resistance grew, flourished, and was exported to other communities, leading to war and independence”.

2. “Diverse communities of Bostonians played important roles in the birth of the American Revolution demonstrating to later Americans that citizenship entails the need to participate in public life and can involve taking personal risks in order for American society to progress”.

3. “The willingness of Bostonians to debate and stand up for their “rights and liberties” continues to inspire Americans to expand the definition of and do to defend that liberty”.

4. “As one of the six original U.S. navy yards, the Charlestown Navy Yard – a historical naval industrial site – built and repaired warships, advanced naval technology, and supplied the Navy for over two centuries, symbolizing the nation’s commitment to defend the republic and assert American power”.

5. “Emerging national patriotism and the search for an American identity have turned sites such as Old North Church, USS Constitution, the Bunker Hill Monument, and individuals such as Paul Revere into American icons; additional meanings continue to evolve through the popular media and culture, myth, and research”.

Figure 17. Primary themes of the Long Range Interpretive Plan of the Boston National Historical Park

"Visitors to Boston NHP will have opportunities to:"	
understanding and communication	<ul style="list-style-type: none"> - Learn about all of the sites at Boston NHP without actually visiting the park. - Be inspired to visit the sites. - Conveniently receive an orientation to the whole park and to all its programmatic offerings so they can make informed Decisions about what sites to visit at the park. - Easily locate the park and its sites and move between sites by foot and other means of transportation. - Access park facilities regardless of their physical capabilities. - Have a positive, memorable and safe experience - Distinguish between federally owned sites and private sites and understand that Boston NHP is a partnership park. - Recognize Boston NHP as a National Park site. - Make intellectual and physical connections between the sites in the park - Learn the stories embodied in the themes from appropriate to their understanding and developmental level - Acquire materials to expand their knowledge and understanding.
information resources	<ul style="list-style-type: none"> - Learn the stories embodied in the themes from multiple points of view through a variety of media and services.
context and setting	<ul style="list-style-type: none"> - Learn about thematic connections to other NPS sites. - Experience the sites in the context of the city of Boston, and feel that the park sites are integral to a visit to Boston.
services	<ul style="list-style-type: none"> - Have opportunities to have their basic needs met (bathrooms, water, etc.). - Acquire information on how to visit Boston, neighboring communities, and other NPS sites.

Figure 18. Visitor experience goals in the Long Range Interpretive Plan of Boston National Historical Park (Yıldırım Esen, 2007)

- Describing visitors and potential audiences

Information about visitors and potential audiences was one of a number of data used by the planning team. The sources of this information include “staff observations, park visitor use statistics and a 1996 study of Freedom Trail users”.¹⁴⁶

It is significant to define and analyze visitor groups for two reasons. First, it is necessary to know who visitors are to be able to serve them better. Second, it is also necessary to know under-served audiences to develop strategies to make the park accessible to all.

- Describing Issues

In the LRIP, certain issues were listed concerning safety, resources and management of the park (See Figure 19).

¹⁴⁶ Ibid.

Issues mentioned in the LRIP	
Safety	<p>Some visitors have concerns about safety issues associated with large cities.</p> <p>Dehydration and overexertion can be a problem for visitors. (Need for adequate bathroom and water facilities)</p> <p>Old roads, sites and facilities have uneven surfaces. Influences on safety and accessibility</p> <p>Crowd control is a challenge for large events. Influences on visitor experiences and resources</p> <p>Presence of U.S. Naval personnel at the Charlestown Navy yard ... present security challenges.</p>
Resource	<p>Parking is a problem.</p> <p>Noise from the city effect visitor experiences.</p> <p>Some visitor behaviours are problem.</p> <p>Vandalism is a problem.</p>
Management	<p>Many visitors are confused of federally and non-federally owned sites.</p> <p>There is some conflict between local resident and visitor use.</p> <p>Many developments outside the park can affect the park.</p> <p>It is often difficult to define the responsibilities of the federal and private partners.</p> <p>Balancing special event uses is tricky.</p> <p>Sometimes tour companies cause difficulties for the staff.</p> <p>The relationship between this plan and other plans is unclear</p>

Figure 19. Issues mentioned in the Long Range Interpretive Plan (Yıldırım Esen, 2007)

- Analyzing Existing Visitor Experience and Interpretation

Next step is the analysis of existing visitor experiences and interpretation in the Park. There are certain challenges pointed out at the end of this analysis.

Unlike the most of the National Park Service sites, Boston National Historical Park is not defined by physical boundaries and managed by a single entity. Although the sites are within walking distance, except for Dorchester Heights, they are spread out within the city center. This influences the visitor perception of the sites as components of a national park. Besides, sites are owned, operated and interpreted by different organizations, which makes giving a coherent view to visitors difficult. This challenge was underlined in the LRIP:

Different sites tell different aspects of the story with little coordination, frustrating visitors and losing an interpretive opportunity. The sites are both collaborators in some ways, and competitors for the visitor audience in others. Collaboration between the sites is often hampered by the fact that the different sites have different owners and operators with different missions, constraints and issues.¹⁴⁷

Existing conditions and visitor experiences were analyzed under three topics:

1. Pre-visit information and arrival, 2. The Freedom Trail, 3. Outreach and education.¹⁴⁸ Next, visitor experience in the park is described in the Long Range Interpretive Plan. Sites' narratives, guides, brochures and maps available to visitors, and certain problems such as lack of basic amenities were included in this section of the plan. Besides, it is stated that "[t]he narrative focuses on the sites that are part of Boston NHP, particularly those owned by the National Park Service, rather than describing all the Freedom Trail

¹⁴⁷ Ibid. p. 15

¹⁴⁸ This analysis results are mentioned in Tables included in the following "Developing Recommendations and Partnerships" part of the study.

sites”.¹⁴⁹ Even though the biggest problem and challenge of interpreting the park was considered as giving a cohesive experience to visitors, the Long Range Interpretive Plan includes only the detailed narrative of the sites owned by the National Park Service instead of all sites. This also makes this effort somehow incomplete.

- Developing Recommendations and Partnerships

Four months after the first workshop, a second workshop was held in March of 2000. This time, the focus of the meeting was developing partnerships and recommendations for the interpretation of the park. Recommendations for the interpretation of the park were presented as four topics: 1. Pre-visit Information and Arrival, 2. The Freedom Trail, 3. Charlestown Navy Yard, 4. Community Outreach. See the Appendix D for the tables showing the current situation, concerns and recommendations.

Training and evaluation is one of the topics regarding outreach and education. It is recommended in the plan that

Training and evaluation should be provided on an ongoing basis. Internal seminars for NPS and site staffs will be provided where interpreters can read and discuss new research, discuss new interpretive techniques, or coordinate new programs.¹⁵⁰

Furthermore, developing partnerships were mentioned in the Long Range Interpretive Plan. It stated that:

¹⁴⁹ "Long-Range Interpretive Plan - Boston National Historical Park Massachusetts 2002",

¹⁵⁰ Ibid. p. 42

Parks can not survive as islands. Many resource issues transcend park boundaries and need the support of local and national communities to be effectively addressed. This is particularly true at parks such as Boston NHP that contain partnership sites, are located in an urban area adjacent to a variety of landowners, and subject to growth and development pressures outside the park.¹⁵¹

- Setting Priorities and Developing Implementation Strategies

Finally, priorities and implementation strategies were provided in the Long Range Interpretive Plan as follows:

1. Conduct visitor surveys
2. Market Boston NHP Sites
3. Produce and install “gateway signs”
4. Develop a new downtown visitor center
5. Plan and install highway directional signs to Boston NHP
6. Provide a variety of Freedom Trail tours
7. Develop a monthly guide to park events
8. Provide periodic interpretive training to site and NPS personnel
9. Develop sales publications
10. Develop and implement an education plan for Boston NHP

The Long Range Interpretive Plan guides annual plans. At the beginning of each fiscal year in November, Interpretation staff establishes goals that they want to accomplish in the following fiscal year. They try to base their annual plans on the recommendations in the Long Range Interpretive Plan.¹⁵²

¹⁵¹ Ibid.

¹⁵² On the other hand, a new project which is not in the Long Range Interpretive Plan may be added to the goals, if there is an opportunity for getting funding for it. For example, the Civic

CHAPTER 3

ANALYSIS OF THE MANAGEMENT POLICIES AND PLANNING DECISIONS OF BOSTON NATIONAL HISTORICAL PARK

Interpretation at the Boston National Historical Park will be evaluated according to the principles of effective interpretation that emerge from *the ICOMOS Charter for Interoperation and Presentation of Cultural Heritage Sites*. These criteria are discussed in the Methodological Framework section of Introduction. In the remaining part, the park will be assessed in terms of the principles of ‘Access and Understanding’, ‘Information Sources’, ‘Context and Setting’, ‘Authenticity’, ‘Sustainability’, ‘Inclusiveness’, and ‘Research, Evaluation and Training’.

3.1. Access and Understanding

This principle of the Charter explains certain issues regarding the planning of interpretation and developing interpretation methods and media. These issues include identifying desired visitor experiences (1.1, 1.2), visitor and audience profiles (1.3), interpretive themes and stories (1.1), interpretive infrastructure (1.4), and physical accessibility (1.5, 1.6).¹⁵³

Engagement Project that the park staff is working on in Roxbury is a new project. They have specific projects at certain stage like Bunker Hill brochure. The staff also works on red-card distribution, which is to promote the park at the visitor centers on the highway. Cookie-Kayser, interview with S.Yıldırım Esen.

¹⁵³ For more information see the Methodological Framework section in the Introduction Chapter. Reference numbers refer to those used in the ICOMOS Charter for the Interpretation and Presentation of Cultural Heritage Sites.

When it was analyzed with regard to this principle, National Park Service has the same understanding, and aims to communicate park meanings and relevant park information through its interpretive and educational programs. These programs are developed on the basis of the park resources, themes related to the park's legislative history, and park- and service-wide mission goals.¹⁵⁴

Besides, the visitor experience goals identified for these interpretive and educational programs by NPS resemble those stated in the charter. In other words, parallel to the objectives of the first principle of the Charter (See Appendix A), the Service aims to provide interpretive programs in a way that it will

instill in park visitors an understanding, appreciation, and enjoyment of the significance of the parks and their resources, ... [and] to encourage the development of a personal stewardship ethic, and broaden the public support for preserving park resources.¹⁵⁵

According to the charter, another visitor experience goal is stimulating further interest and learning by establishing connection between the sites and visitors (1.2).¹⁵⁶ Likewise, the National Park Service underlines the significance of establishing connections between “*park resources, visitors, the community, and park management* (emphasis added)”¹⁵⁷ in its management policies. Furthermore, it is mentioned in the Management Policies that the interpretive

¹⁵⁴ "2001 Management Policies - Chapter 7: Interpretation and Education"

¹⁵⁵ "2001 Management Policies"

¹⁵⁶ See paragraph 1.1. ICOMOS, "The Icomos Charter for the Interpretation and Presentation of Cultural Heritage Sites (Revised Fifth Draft)" p.6

¹⁵⁷ "2001 Management Policies"

programs are developed in order to “encourage visitors to form their own intellectual or emotional connections with the resource”.¹⁵⁸

The General Management Plan of the Boston National Historical Park, which is founded on these NPS management policies, reflects this understanding. The significance of connecting park visitors to the resources is explained as one of the management objectives of the park:

provid[ing] visitors with experiences relevant to their own personal experiences through developing program themes that explore the common human values and attitudes represented by the historical significance of park sites.¹⁵⁹

Another issue included in the charter is identifying audiences demographically and culturally (1.3). It is essential to tailor interpretation programs to the needs of varied audiences and to make these programs accessible to all (1.4, 1.5). Accessibility of interpretation programs is among the priorities of the NPS and this has been ensured by laws and policy decisions, which also reflects on consecutive plans of Boston NHP. At the policy level, it is underlined that

[t]he National Park Service will ensure, to the greatest extent possible, that persons with disabilities receive the same interpretive opportunities as non-disabled persons. ... Accordingly, the Park Service will ensure that persons with disabilities have the opportunity to participate in, and benefit from, all programs and activities in the most integrated setting appropriate. Additionally, the Service will take all feasible steps to ensure effective communication with individuals with hearing and visual impairments by providing appropriate auxiliary aids, where necessary, in order to afford the opportunity to participate in, and enjoy the benefits of, NPS programs and activities. These steps

¹⁵⁸ "2001 Management Policies - Chapter 7: Interpretation and Education"

¹⁵⁹ "General Management Plan", p. 9

should include but not be limited to providing sign-language interpreters for visitors with hearing impairments, and providing audio, Braille, and large-print versions of printed materials for those with visual or cognitive disabilities.¹⁶⁰

As a reflection of this policy, accessibility is given a particular significance within the Long Range Interpretive Plan of Boston NHP. It is explicitly mentioned that

Every attempt will be made to promote full access to interpretive media and programs to ensure that people with physical and mental disabilities have access to the same information necessary for safe and meaningful visits to National Parks.¹⁶¹

In addition to people with disabilities, other visitors who may have special needs are also taken into account in the NPS policies. It is stated that interpretive programs would be tailored to the special needs of children, senior citizens, non-English speaking visitors, and the economically disadvantaged. Besides, according to the policies, parks that are visited by extensive amount of foreign visitors are supposed to provide translations of their publications.¹⁶²

Last issue included in the first principle is the off-site interpretation of sites that are not physically accessible due to various reasons. Off-site interpretation methods including publications, websites, and radio information systems are utilized in the parks whether or not sites are physically accessible. Moreover, parks are required to make use of electronic communications, such as the Internet and long-distance learning, to enhance their interpretation programs. It is said that “the world of electronic communications is rapidly and constantly

¹⁶⁰ "2001 Management Policies - Chapter 7: Interpretation and Education"

¹⁶¹ "Long-Range Interpretive Plan - Boston National Historical Park Massachusetts 2002",

¹⁶² "2001 Management Policies - Chapter 7: Interpretation and Education"

changing, and the NPS will take advantage of developing new technologies that have the potential for even greater service to the visiting public”.¹⁶³

In line with the policies, the Boston National Historical Park Management objectives include connecting visitors with resources. Likewise, the Long Range Interpretive Plan promotes full access to interpretive media and programs.

3.2. Information Sources

This principle of the Charter should be taken into account during the planning, design and management processes of interpretation of cultural heritage sites. While planning for interpretation, themes should be identified on the basis of a multidisciplinary study of wide range of primary information sources, including memories of associated communities (2.1, 2.2, 2.3). Besides, visual reconstructions which may be created during the design and production of interpretation methods and media should be based on a detailed analysis of accurate data (2.4). Finally, one of the management issues should be archiving interpretation and presentation activities and the research and information sources (2.5).¹⁶⁴

When it was analyzed with regard to this principle, National Park Service interpretation programs aims to present all relevant information related to the parks. The Management Policies mentions that “[f]actual information presented will be current, accurate, based on current scholarship and science, and delivered so as to convey park meanings.” Therefore, research about the

¹⁶³ Ibid.

¹⁶⁴ For more information see the Methodological Framework section in the Introduction Chapter.

history, science, and condition of park resources is considered as the basis of the interpretive and educational programs. In order to achieve this, the NPS policies focus on the multidisciplinary study in the parks. It is said that

[t]o accomplish this, a dialogue must be established and maintained among interpreters, education specialists, resource managers, scientists, archeologists, sociologists, ethnographers, historians, and other experts, for the purpose of offering the most current and accurate programs to the public.¹⁶⁵

Third dimension of the principle, incorporating oral testimonies of members of associated communities (at sites where these oral testimonies supply important information about the significance of the site) as on-site interpretation, in the American context, is mostly relevant to sites associated with Native Americans. Therefore, the management policies underline this issue with particular reference to Native American sites. It is said that

The National Park Service will develop and implement its programs in a manner that reflects knowledge of and respect for the cultures of Native American tribes or groups with demonstrated ancestral ties to particular resources in parks. Evidence of such ties will be established through systematic archeological or ethnographic studies, including ethnographic oral history and ethnohistory studies, or a combination of these sources.¹⁶⁶

In addition, active participation of members of the associated communities may be part of the NPS interpretive programs. It is mentioned in the policies that “[c]ultural demonstrators can provide unique insights into their cultures. In order to facilitate their successful interaction with the public, parks may provide cultural demonstrators with training and direction.”

¹⁶⁵ "2001 Management Policies".

¹⁶⁶ Ibid., p.89.

Finally, regarding the last issue about archiving research and information sources, in general, management of information resources in the parks is part of the NPS Management policies. Without giving specific reference to information sources on which interpretation materials are founded, the NPS policies give a general guidance on managing all NPS information resources. The significance of this subject for the future of the NPS is explained as follows:

The future of the Service as an accountable organization, and the future of individual parks, depends heavily on (1) the availability, management, and dissemination of comprehensive information, and (2) the Service's success in long-term preservation and management of, and access to that information.¹⁶⁷

Therefore, the NPS aims to employ high quality programs to achieve preservation and management and accessibility of these resources. Besides, it is mentioned that techniques and technologies such as Internet and World Wide Web capabilities, and geographic information systems (GIS) will be used to improve to managing information resources.¹⁶⁸

This principle seems to be a policy issue rather than a planning subject.

3.3. Context and setting

Considering all aspects of the sites' significances in their multi-faceted contexts and reflecting these to interpretation of the sites is the third principle of the ICOMOS Charter for the Interpretation and Presentation of Cultural Heritage Sites.

¹⁶⁷ Ibid.

¹⁶⁸ Ibid.

Management policies require that the General Management Plans will “consider the park in its full ecological, scenic, and cultural contexts as a unit of the national park system and as part of a surrounding region”.¹⁶⁹ It is acknowledged in the General Management Plan of the Boston National Historical Park that each site within the park has its own history, associations, relationships, and significance while all have relationship to the revolutionary period in American history. Besides, all represent universal ideas.¹⁷⁰ The Long Range Interpretive Plan focuses on national significance and period themes of the sites. Period themes of the park are identified in a way that considers historical, social, political, cultural contexts.¹⁷¹

Rather than presenting all aspects of the sites’ significances in their multi-faceted contexts as indicated with the principle of ‘context and setting’, NPS basically aims to communicate the period of national significance of the sites. NPS policies and the planning documents of the Boston NHP do not indicate distinguishing successive phases and influences as well as including intangible elements in the interpretation of the sites.

3.4. Authenticity

The fourth principle of the Charter points out sustaining the significance of a cultural heritage site’s authenticity. NPS Management Policies requires preserving ‘integrity’ of sites. Integrity is defined as “the authenticity of a property's historic identity, evidenced by the survival of physical characteristics that existed during its historic or prehistoric period; the extent to

¹⁶⁹ "2001 Management Policies" p.19.

¹⁷⁰ Ibid.

¹⁷¹ "Long-Range Interpretive Plan - Boston National Historical Park Massachusetts 2002",

which a property retains its historic appearance.”¹⁷² Unlike ‘authenticity’, ‘integrity’ does not refer to human communities: i.e. traditional social functions, cultural values of the site. Cultural values are also respected since management plans are open to public input.¹⁷³

Similarly, objectives of the Boston NHP General Management Plan include maintaining historic integrity of park resources. All proposals in this plan (including those related to interpretation) have been considered whether they would have any effect/ adverse effect on park resources. Besides, mitigations for each proposal that would have effect have been assessed. This process aims to preserve integrity of park resources.

3.5. Sustainability

Similarly, continuously assessing the sustainability of a park’s resources is one of the policies of the NPS. With this understanding, the NPS policies require developing and operating each park’s interpretive programs in accordance with its enabling legislation, general management plan, strategic plan, resource management plan, and comprehensive interpretive plan (CIP). In addition, there is supposed to be a close relation between a park’s CIP and its general management plan.¹⁷⁴ This policy ensures that interpretive programs are developed as an integral part of the management and planning process.

Another issue regarding this principle is considering the possible effect of interpretation activities on the physical, natural, and cultural values of the site. The National Park Service takes into account possible impacts of its activities.

¹⁷² "Nps-28: Cultural Resource Management Guideline"

¹⁷³ See 3.5 the ‘sustainability’ section for more information.

¹⁷⁴ "2001 Management Policies" pp. 39, 74.

At national parks in USA, visitor carrying capacity is identified, and public use is managed by superintendents of the parks to prevent unacceptable impacts visitors may have on the resources and values of the parks. “Visitor carrying capacity” is defined by NPS as “the type and level of visitor use that can be accommodated while sustaining the desired resource and visitor experience conditions in the park”.¹⁷⁵ Decisions about the carrying capacity are made by using the best available information. In order to guide decision-makers with their decisions about the carrying capacity, the ‘Visitor Experience and Resource Protection’ (VERP) framework has been developed by the National Park Service.¹⁷⁶

In addition, another important issue regarding sustainability is that park facilities are required to be in accordance with sustainable design principles throughout the national park system.¹⁷⁷

Additionally, the fourth paragraph of this principle suggests enhancing public’s consciousness of particular conservation problems. Integrating resource issues into interpretation programs is among the NPS interpretation policies. NPS aims to incorporate difficult resource decisions and initiatives into both in- and off-site interpretive and educational programs to build public understanding of and support for such decisions. Besides, educating residents, officials at local,

¹⁷⁵ Ibid.

¹⁷⁶ For more information see the National Park Service, 2001 Management Policies: Decision-making Requirements to Avoid Impairments 1.4.7; General Management Planning 2.3.1; Carrying Capacity 5.3.1.6; Management of Recreational Use 8.2.2.1. Also see Director’s Order #2: Park Planning

¹⁷⁷ "2001 Management Policies"

regional and state level is considered as the most effective way for eliminating resource threats and gaining support for the policies of NPS.¹⁷⁸

The General Management Plan of Boston National Historical Park takes into account the protection of “historic and cultural properties” included in the park. Therefore, as previously mentioned, at the planning stage, effect of each proposal on the park resources has been considered. Besides, possible effects and their determinants have been shown on the “Cost Benefit Matrix” of each site. Potential effect of interpretation on the sites has been measured. (See Figure 20)

PAUL REVERE HOUSE COST BENEFIT MATRIX							
Proposal Description	36 CFR 800			Costs		Capacity	Benefits and Mitigation
	No Effect	Effect	Adverse Effect	Capital	Manpower		
Interpretation							
Personal services provided by PRMA	X				4.5 man years	40 people at one time	Essential to visitor understanding and enjoyment of the site.
Publish site history	X			\$20,000			Essential to visitor understanding of this complex and much altered site.
Preservation of building, grounds, and collections							
Preservation and maintenance of exhibits	X			1,000 per year	1.4 man years routine maintenance Skilled labor provided by visitor center on request		Important to preservation of historical artifacts in need of attention.
Grounds development and wayside exhibits		X		40,000			Essential to understanding of the site by physically disabled and to explain exterior architecture.
Installation and maintenance of bell		X		10,000			
Museum storage	X			by park			Essential to preserve artifacts not for view.

Figure 20 ‘Cost Benefit Matrix’ of the Paul Revere House (General Management Plan 1980) pp. 73-77

¹⁷⁸ Ibid., pp. 73-77.

Moreover, the financial sustainability of the programs aimed to be guaranteed by the federal support. For example, cooperative agreement between NPS and Old South Association, owner and operator of the Old South Meeting House, indicates concerns about the sustainability of preservation and interpretation of the site as follows:

They will consult on the hours of operation of Old South Meeting House. If the ASSOCIATION is financially incapable of maintaining operating hours considered adequate to both parties, the SERVICE will maintain adequate operating hours by supplementing the ASSOCIATION'S funds for interpretation, protection, and maintenance, provided such funds are available.¹⁷⁹

In addition to indicating the financial sustainability of the privately operated sites, the General Management Plan points out establishing a preventive maintenance program. Providing job opportunities for local residents is also mentioned in this plan.¹⁸⁰ However, what is missing in the policies and the planning documents is that interpretation is making interpretation an integral part of the conservation/rehabilitation process.

3.6. Inclusiveness

The sixth principle, inclusiveness, underlines the necessity of collaboration among heritage professionals, associated communities and other stakeholders in interpretation and presentation of cultural heritage sites.

¹⁷⁹ United States Department of Interior / National Park Service, "General Management Plan", Unpublished Document, United States Department of Interior / National Park Service, Boston, 1980p. 152.

¹⁸⁰ Ibid.

In general, the National Park Service management policies point out the significance of public participation in planning and decision making process. According to the policies, consultation with all stakeholders ensures that National Park Service learns the interests of others. Accordingly, this contributes “to improve the condition of parks; to enhance public service; and to integrate parks into sustainable ecological, cultural, and socioeconomic systems.”¹⁸¹ With this understanding, consultation with all stakeholders is part of planning and management in the parks. The NPS management policies mention that

The Service will actively consult traditionally associated peoples and other cultural and community groups in the planning, development, presentation, and operation of park interpretive programs and media relating to their cultures and histories. Cooperative programs will be developed with tribal governments and cultural groups to help the NPS present accurate perspectives on their cultures. Ethnographic or cultural anthropological data and concepts will also be used in interpretive programs, as appropriate.¹⁸²

NPS policies also require that

“[e]ach park superintendent will consult with outside parties having an interest in the park’s cultural resources or in proposed NPS actions that might affect those resources, and provide them with opportunities to learn about, and comment on, those resources and planned actions. . . . Consultation will be initiated, as appropriate, with tribal, state, and local governments; state and tribal historic preservation officers; the Advisory Council on Historic

¹⁸¹ "2001 Management Policies", p.18. For more information see National Park Service, 2001 Management Policies: Public Involvement 2.3.1.6; Consultation 5.2.1 Stakeholders include “existing and potential visitors, neighbors, people with traditional cultural ties to park lands, scientists and scholars, concessioners, cooperating associations, gateway communities, other partners, and government agencies”. p. 18.

¹⁸² Ibid.

Preservation; other interested federal agencies; traditionally associated peoples; present-day park neighbors; and other interested groups.

Besides, efforts and contributions of volunteers, cooperating associations, field schools and institutes, friends groups, and private individuals to interpretive programs are encouraged by the management policies.

The Charter for the Interpretation and Presentation of Cultural Heritage Sites also indicates that all associated communities and stakeholders should participate in the development of the interpretation programmes not to exclude multiple perspectives. Involvement of “all associated communities and stakeholders” in the development of interpretation programs is critically significant to establish consensus among all related parties. The NPS policies emphasize the importance of such collaboration:

Consultation with diverse constituencies is essential to the development of effective and meaningful interpretive and educational programs, because it (1) ensures appropriate content and accuracy, and (2) identifies multiple points of view and potentially sensitive issues.¹⁸³

¹⁸³ “Cooperative programs will be developed with tribal governments and cultural groups to help the NPS present accurate perspectives on their cultures. Ethnographic or cultural anthropological data and concepts will also be used in interpretive programs, as appropriate. The Service will not display Native American human remains or photographs of those remains. Drawings, renderings, or casts of such remains will not be displayed without the consent of culturally affiliated Indian tribes and native Hawaiian organizations. The Service may exhibit non-Native American remains, photographs, drawings, renderings, or casts thereof, in consultation with traditionally associated peoples. The Service will consult with culturally affiliated or traditionally associated peoples to determine the religious status of any object whose sacred nature is suspected but not confirmed. These consultations will occur before such an object is exhibited or any action is taken that may have an adverse effect on its religious qualities” "2001 Management Policies - Chapter 7: Interpretation and Education"

Considering the sensitivities of the traditionally associated peoples and other cultural and community groups, the Service policies ensure consultation to them “in the planning, development, presentation, and operation of park interpretive programs and media relating to their cultures and histories”.¹⁸⁴

Public input is required at the earliest stage of the planning and design in the parks. This gives an opportunity to the park staff to test and reevaluate cultural appropriateness of their programs. Management policies require parks to cooperate with other federal agencies; tribal, state, and local governments; neighboring landowners; non-governmental organizations; and all other concerned parties. Such collaboration helps NPS “anticipate, avoid, and resolve potential conflicts; protect park resources and values; provide for visitor enjoyment; and address mutual interests in the quality of life of community residents, including matters such as compatible economic development and resource and environmental protection”.¹⁸⁵

Accordingly, the General Management Plan of the Boston National Historical Park, which guides interpretive actions, reflects public input. However, the Long Range Interpretive Plan was not opened for public comment and involvement.

3.7. Research, Evaluation and Training

Any decisions regarding the treatment of cultural resources, or park activities are supported by adequate research in the parks. Policies necessitate that “[r]esearch will be periodically updated to reflect changing issues, sources, and

¹⁸⁴ Ibid.

¹⁸⁵ Ibid.

methods, [and] research needs will be identified and justified in a park's approved resource management plan".¹⁸⁶

In addition, training and professional development of the NPS staff is encouraged at the policy level. The Service supports its cultural resource professionals in maintaining and improving their disciplinary knowledge and skills. Organizational capability is required to deliver high-quality interpretive services. NPS aim to achieve high-quality interpretation through "interpretive and educational services, media, ongoing research, planning, technical excellence in implementation, a well-trained staff, broad public input, and continual reevaluation".¹⁸⁷

NPS policies indicate curriculum-based educational programs which involve pre-visit and post-visit materials, and an evaluation mechanism. Programs help develop a thorough understanding of a park's resources in its multifaceted contexts.¹⁸⁸

While the General Management Plan of the Boston National Historical Park does not include such details, the Long Range Interpretive Plan (LRIP) identifies research needs and mentions the need for collaborating with park partners on research and training. Besides, providing periodic interpretive training to site and NPS personnel is recommended in the LRIP. On the other hand, periodic content revision is not indicated. Finally, regarding the principle

¹⁸⁶ Ibid.

¹⁸⁷ Ibid.

¹⁸⁸ "2001 Management Policies"

of 'evaluation', the LRIP suggests conducting visitor surveys. However, criteria of evaluation are not identified.¹⁸⁹

3.8 Results of the Analysis of the NPS Policies and Planning Decisions

1. NPS management policies, management and long range interpretive plans oblige physical and intellectual access to Boston National Historical Park sites. Besides, desired visitor experiences that are identified in policies and plans and those identified in ICOMOS Charter are same. In addition, during the planning process, varied audiences have been identified. Finally, accessibility of the sites by people with physical and mental disabilities has been mentioned in the park documents.¹⁹⁰ Therefore, NPS management and planning decisions comply with the first principle of The ICOMOS Charter for Interpretation and Presentation of Cultural Heritage Sites.

2. NPS policies indicate the significance of accuracy of information and multidisciplinary study of the site and its surroundings. In addition, oral testimonies are seen as a source of information, and cultural demonstrators may be part of the NPS interpretive programs in cases when their culture is part of the site's significance.¹⁹¹ As a result, NPS policies regarding information sources go along with the principles of the Charter.

3. Management policies do not include specific explanations associated with relating interpretation of sites to their multifaceted contexts and settings.¹⁹²

The General Management Plan of the Boston National Historical Park

¹⁸⁹ "Long-Range Interpretive Plan - Boston National Historical Park Massachusetts 2002",

¹⁹⁰ "General Management Plan", , "Long-Range Interpretive Plan - Boston National Historical Park Massachusetts 2002",

¹⁹¹ "2001 Management Policies"

¹⁹² "2001 Management Policies - Chapter 7: Interpretation and Education"

identifies site, period and universal themes in general.¹⁹³ The Long Range Interpretive Plan identifies themes on the basis of the significance statement of the park. Therefore, interpretive themes focus on the national significance and the colonial, revolutionary and early federal periods of the American history.¹⁹⁴ Therefore, contributions of all periods and other significance of the sites have not been regarded in this plan. Therefore, different approaches to interpretive themes exist in these plans.

4. Maintaining integrity is one of the policies of the NPS.¹⁹⁵ Other than this, authenticity is not particularly mentioned in the planning documents. Unlike the Charter, which requires not irreversibly altering fabric of a cultural heritage site, essential alterations for the use and interpretation of sites are made by the NPS after mitigations are considered and then approved for such proposals during the planning process.

5. Development of interpretation programmes is an integral part of the planning process. Effects of interpretation decisions on the values and characteristics of the sites have been considered in the General Management of the Boston National Historical Park. Financial sustainability of privately owned and operated sites has been guaranteed by the federal support.¹⁹⁶ As interpretation decisions does not effect cultural environment, social and financial sustainability of the sites, the long range interpretive plan does not indicate issues relating the sustainability of the sites. In conclusion, NPS management decisions comply with the principle of ‘sustainability’ of the Charter.

¹⁹³ "General Management Plan",

¹⁹⁴ "Long-Range Interpretive Plan - Boston National Historical Park Massachusetts 2002",

¹⁹⁵ "2001 Management Policies"

¹⁹⁶ "General Management Plan",

6. The General Management Plan is the result of collaboration between various stakeholders, and public review process. Although the Long Range Interpretive Plan has been created in cooperation with partners and people from other national parks, it has not gone through a public review process. With this respect, it does not comply with the inclusiveness principle of the charter.

7. NPS policies support the principle of ‘research, evaluation, and training’. The Long Range Interpretive Plan of the Boston National Historical Park indicates the areas that need further research. In addition, training and evaluation are recommended to be provided on an ongoing basis.¹⁹⁷

¹⁹⁷ "Long-Range Interpretive Plan - Boston National Historical Park Massachusetts 2002",

CHAPTER 4

ANALYSIS OF INTERPRETATION AT THE SITES

Every year, the Boston National Historical Park is visited by over 2.8 million people. Even though it does not own all sites, the National Park Service interprets all of them through providing visitor centers, information, publications, interpretive talks, and walking tours for visitors. Besides, NPS operates on-site interpretation at three federally owned sites: the Charlestown Navy Yard, Bunker Hill and Dorchester Heights. Old South Meeting House, Old State House, Old North Church and Paul Revere House are also interpreted by their operators, all of which are nonprofit organizations.¹⁹⁸ They have their own staff interpreting their sites.¹⁹⁹

In this chapter, Interpretation activities operated by the National Park Service at the Boston National Historical Park will be introduced. In addition, three sites at different scales and interpreted by different organizations will be analyzed in detail within the framework of the ICOMOS Charter for the Interpretation and Presentation of Cultural Heritage Sites. Old South Meeting House (a church and a meeting place), the Paul Revere House (a colonial dwelling) and the Charlestown Navy Yard have been chosen for this analysis. Old South Meeting Association has been interpreting the Old South since 1877. Paul Revere Association has been interpreting the Paul Revere House since

¹⁹⁸ Although the Old State House is owned by the City of Boston, it is interpreted and operated by the Boston Historical Society and Museum, which a nonprofit organization.

¹⁹⁹ Cookie-Kayser, interview with S.Yıldırım Esen.

1902. Finally, the Charlestown Navy Yard has been interpreted by the National Park Service since the establishment of the Boston National Historical Park in 1974.

4.1 Interpretation of the Sites by the National Park Service

National Park Service rangers serve visitors at several locations including the downtown visitor center, Faneuil Hall, the Charlestown Navy Yard, and the Bunker Hill Monument. Two visitor centers that are located in downtown and in the Charlestown Navy Yard and a permanent visitor contact station at Bunker Hill are used for interpretive purposes.

Various interpretive methods -including personal, non-personal, off-site- are used by the National Park Service. Interpretive services provided by the NPS involve publications²⁰⁰ (See Figures 21 and 22), interpretive presentations, guided walks, lectures, costumed programs, exhibits, educational programs for schools as well as special events such as Bunker Hill day and Evacuation Day.²⁰¹

²⁰⁰ The Boston National Historical Park collaborates with Eastern National in publishing books about the sites and the park in general.

²⁰¹ "Annual Performance Plan for Boston National Historical Park",



Figure 21 Official National Park handbook published by the NPS (Boston and the American Revolution : Boston National Historical Park, Massachusetts 1998).



Figure 22 Historical events are illustrated in the handbook: Boston Tea Party (Boston and the American Revolution : Boston National Historical Park, Massachusetts 1998), p. 26

The visitor center located downtown serves with a small exhibit area, an information/orientation desk and a bookstore. This visitor center provides people who want to explore historic sites of Boston with maps, brochures, books and information about the sites. (See Figures 23 - 25)

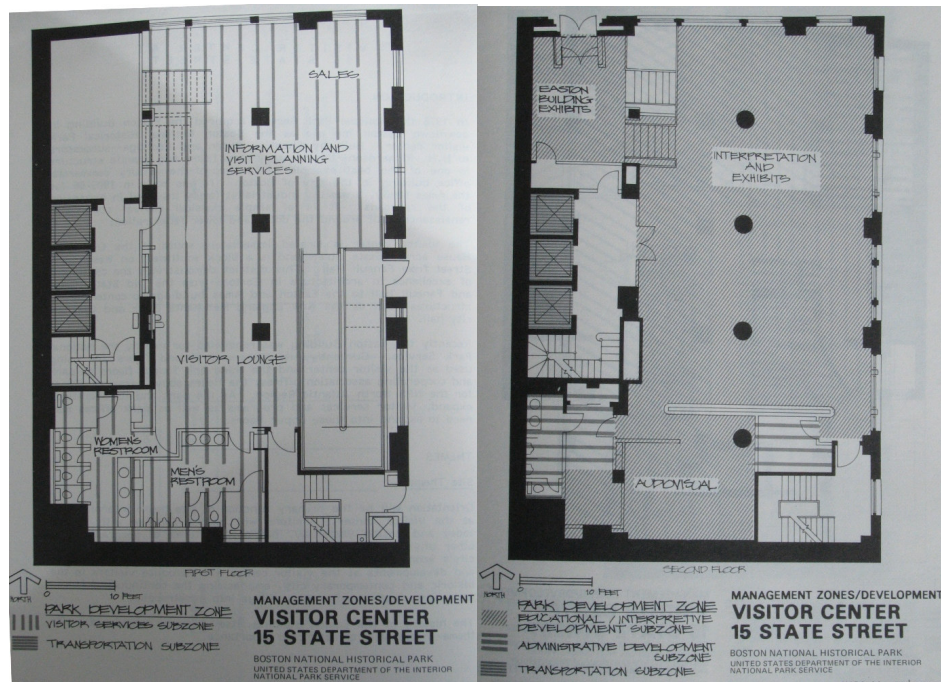


Figure 23 Floor Plans of the downtown visitor center of the Boston National Historical Park (General Management Plan 1980)

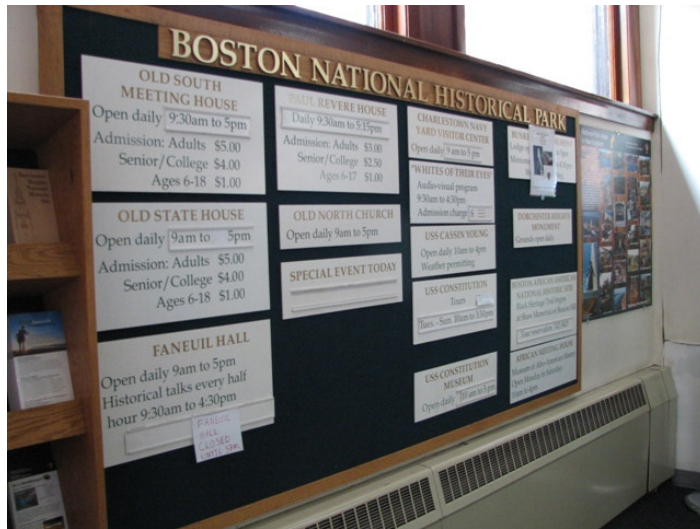


Figure 24 The Boston National Historical Park: downtown visitor center (Yıldırım Esen, 2006)



Figure 25 Downtown visitor center (Yıldırım Esen, 2006)

At the visitor center, visitors are encouraged to follow a 2.5 mile (4 km.) self-guided walking tour, which is called **Freedom Trail**.²⁰² Freedom Trail includes seventeen historic sites located in downtown Boston, including churches, meeting halls, shops, a colonial home, graveyards, a battleground, and America's oldest commissioned warship. Eight of these sites are included in the Boston National Historical Park. Therefore, NPS provides maps and information about Freedom Trail to those who want to take a freedom trail tour. Along the Freedom Trail, a red line of inlaid brick or red paint on the sidewalk and cross sections connects these sites (See Figure 26), including Boston Common²⁰³, the Massachusetts State House, Park Street Church²⁰⁴, the Granary Burying Ground²⁰⁵, King's Chapel, King's Chapel Burying Ground, the site of America's first public school, Old South Meeting House, the Old Corner Bookstore, the Old State House, the Boston Massacre Site, Faneuil Hall, the Paul Revere House, Old North Church, Copp's Hill Burying Ground, the Bunker Hill Monument, and U.S.S. Constitution in the historic Charlestown Navy Yard.²⁰⁶

²⁰² Freedom Trail began in 1951.

²⁰³ Boston Common, America's oldest public park in downtown Boston, has been an open space for common use of the city's residents since 1634. Jack Frost, Robert Booth and Shirley Blotnick Moskow, Boston's Freedom Trail : A Souvenir Guide, Globe Pequot Press, Old Saybrook, Conn., 1998, p. 1

²⁰⁴ The Park Street Church, designed by English architect Peter Banner, was built in 1809. The church is considered a "masterpiece of ecclesiastical architecture". Ibid.

²⁰⁵ The Granary Burying Ground was laid out in 1660 as the Old South Burying Ground on land that was part of Boston Common. Today, many seventeenth century stones still stand.

²⁰⁶ "General Management Plan",

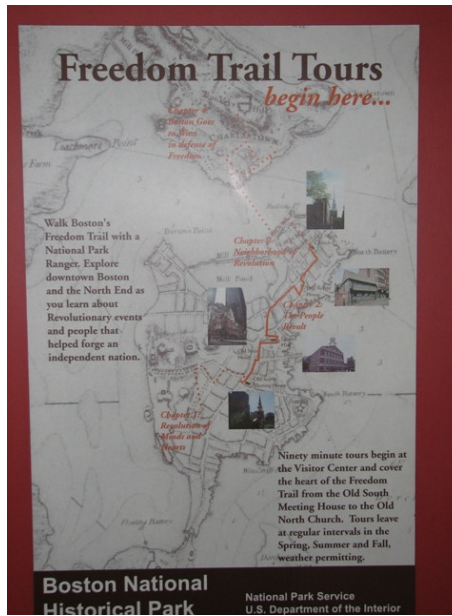


Figure 26 Freedom Trail tour. Above: Poster of the Freedom Trail tours. Below: Inlaid red brick on the sidewalk orienting visitors along the Freedom Trail

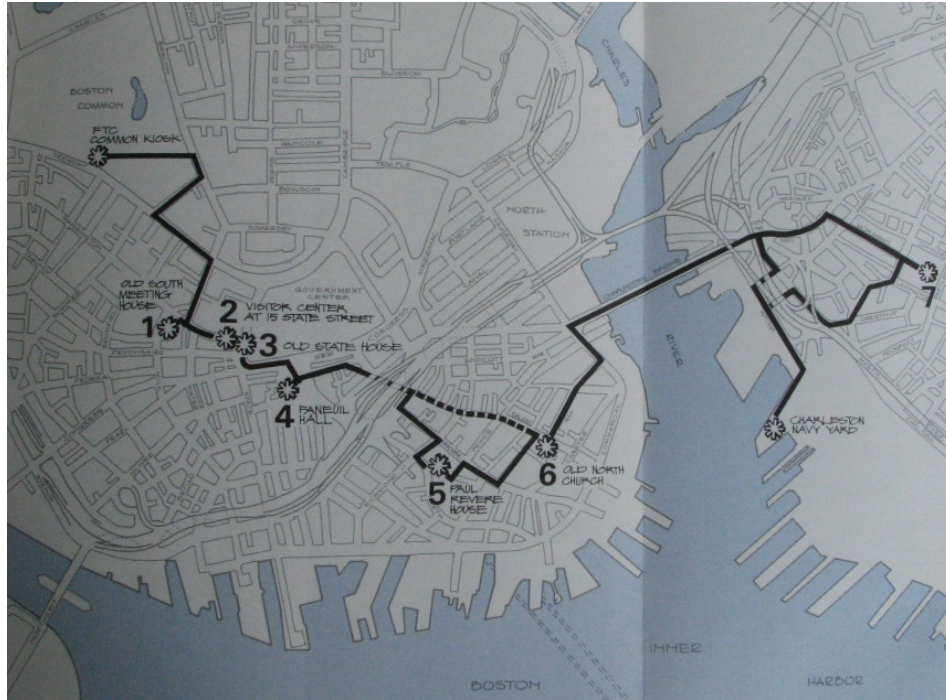


Figure 27 Walking route of the ranger guided Freedom Trail tour (General Management Plan 1980) p.33

In addition, ranger-guided Freedom Trail tours are offered by the NPS from mid-April through November. These tours include some portion of the Freedom Trail (only downtown sites included in the park) rather than all seventeen sites (See Figure 27). NPS rangers start tours from the downtown visitor center (no. 2 on the Figure 27) and visit Old South Meeting House (no. 1), Old State House (no. 3), Faneuil Hall (no. 4), Paul Revere House (no. 5) and Old North Church (no. 6).²⁰⁷ The rangers talk about what happened from

207 There are also other private companies giving tours. Cookie-Kayser says, sometimes they are giving a lot of misinformation. She adds however, there is not any control of these tours. Some cities like Philadelphia have a certification program. This provides some control of what

1760 to 1775 during American Revolution and what were the roles of these sites during American Revolution. There are also specific things, facts, events and certain people rangers have to talk about at each site.²⁰⁸ (See Figure 28)



Figure 28 Ranger guided Freedom Trail tours (Yıldırım Esen, 2006)

There is an information desk inside Faneuil Hall (See Figure 29). Rangers also present talks inside **Faneuil Hall** in the meeting hall located on the third floor

they are telling to visitors. In Boston, some people from these companies come to Boston NHP for training.

²⁰⁸ On the other hand, rangers may choose different examples to tell historical events. For example, one ranger may prefer showing how newspapers were used as propaganda. Another one may want to show how a historical figure played a role. It may be an ordinary person that is given as an example by a ranger. Then, he or she may use that as an overall theme. Cookie-Kayser says they are not trying to compare that life with what is going on today. As they try to tell American Revolution from a balanced point of view and to show people the human side. She says, they often bring up facts and information and make it to the audience to make that decision. Cookie-Kayser, interview with S.Yıldırım Esen.

about the historical events leading to the American Revolution, and about the historical building itself. (See Figures 30,31)



Figure 29 Information desk at the ground floor of Faneuil Hall (Yıldırım Esen, 2006)

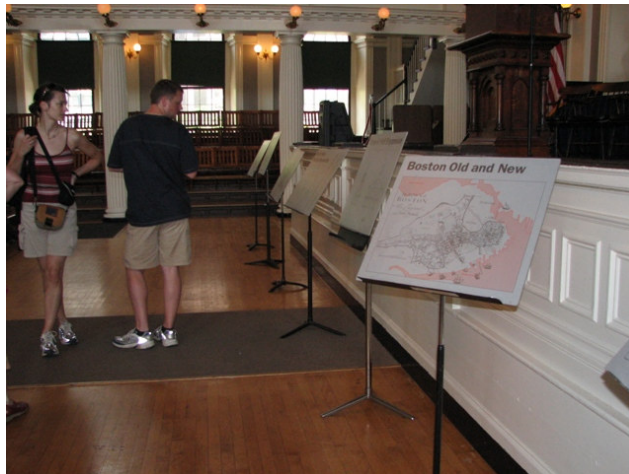


Figure 30 Panels at Faneuil Hall (Yıldırım Esen, 2006)



Figure 31 Ranger talks at Faneuil Hall (Yıldırım Esen, 2006)

The visitor center at the **Charlestown Navy Yard** has an information/orientation desk, a small exhibit area, a bookstore, and an audiovisual program about the Charlestown Navy Yard (See Figure 32). Besides, in the Charlestown Navy Yard, ranger-guided walking tours are available for visitors, or visitors may take self-guided tours. Rangers talk about the history of the Navy Yard. They may visit USS Constitution, Dry Dock 1, and USS Constitution Museum, operated by a nonprofit organization. (See Figure 33)

Moreover, the Navy Yard Visitor Center presents the history of the use of the Navy Yard since its foundation to today. An audiovisual program tells not only the development of the shipyard technology (building new constructions in the 1830s, innovations in the 1930s), but also the stories of people who worked in the Navy Yard. (See Figure 34) NPS interpretive program gives the message that the Navy Yard, which was once “serving the fleet”, is now “serving the public” through these programs.



Figure 32 Charlestown Navy Yard Visitor Center (Yıldırım Esen, 2006)

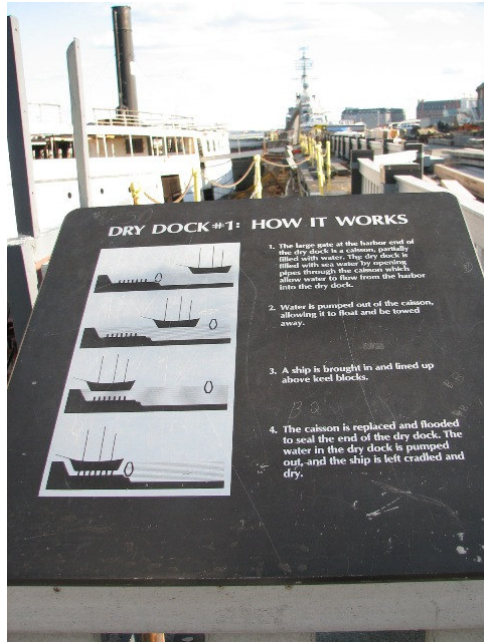


Figure 33 Charlestown Navy Yard exhibits (Yıldırım Esen, 2006)



Figure 34 Exhibit about an African American artist (Yıldırım Esen, 2006)

Bunker Hill pavilion at the Charlestown Navy Yard visitor center presents the battles of the Revolutionary Period. The themes of the exhibit include the Battle of Bunker Hill (1775), the Battle of the Grape Island (1774 – 76), the Battle of Noddle’s Island (1775) and the American Revolution (1761-1776). In addition, uniforms of the colonial militiaman (c. 1775) and the weapons of the American Revolution are displayed. (See figure 35) In addition, permanent visitor contact station at **Bunker Hill** has a small exhibit area and a seasonal sales outlet. Interpretive talks are also given at the Bunker Hill Monument by park rangers. Talks focus on the historical significance of the place.

Since May 2006, the Bunker Hill Lodge and grounds have been closed due to an ongoing rehabilitation project which will be completed in April 2007. Besides, Bunker Hill Museum will be opened by adapting an existing historic building located across the Bunker Hill Monument site in collaboration with the Charlestown neighborhood community. Visitors are informed of this project at the entrance of the site (See Figure 36).



Figure 35 Bunker Hill Pavilion (Yıldırım Esen, 2006)

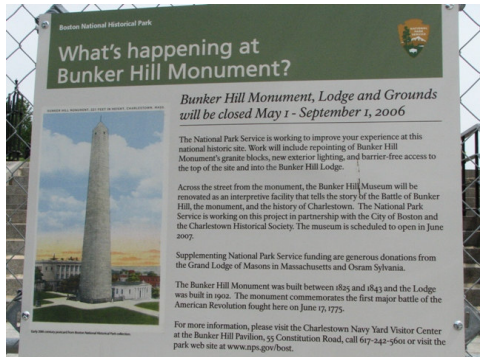


Figure 36 Left: Rehabilitation Project at the Bunker. Hill Right: Museum (Yıldırım Esen, 2006)

Interpretation activities offered by the NPS at the privately owned sites (except for Faneuil Hall, where rangers perform talks) are limited to ranger-guided walks and publications. The other private nonprofit organizations (Old South Association, Paul Revere Memorial Association, The Bostonian Society, and Old North Foundation) interpret their own sites and NPS does not duplicate their efforts. Interpretation at the Charlestown Navy Yard, the Bunker Hill Monument and Battlefield, and the Dorchester Heights reflect the interpretation philosophy of the NPS.

In general, interpretation by NPS focuses on these sites' roles during the American Revolution. This period is communicated in its multifaceted contexts. Besides, telling the whole story is one of the basic principles of interpretation, even though it may bring telling a controversy. In Boston National Historical Park, revolutionary period is told with this principle. For example, a park ranger telling an icon like John Hancock, who was a funding resource beyond a radical movement to protest against the British, tells such a controversy that John Hancock stands for justice and liberty, but he owned slaves. But this is told to visitors in the historical context. In other words, it is explained that "he was human and in his society, owning slaves was normal"²⁰⁹. However, Cookie-Kayser says, some visitors get offended when a ranger talk about something in the past and bring in the negative side or the other point of view. Therefore, she adds, one of the challenges of interpreting the sites is telling a controversy and trying to get that balance. (Cookie-Kayser 2006)

Interpretation of the sites reflects a multidisciplinary study of the sites and shows the range of information about anything relates to American Revolution.

²⁰⁹ Ibid.interview with S.Yıldırım Esen.

However, as interpretation focuses on the Revolutionary Period, it neglects other local or site meanings and evolutions of these sites. In fact, the General Management Plan indicates that all themes- site, period, and universal- are equally significant. However, the Long Range Interpretive plan focuses on the themes of national significance (that is period themes).

Concerning the principle of authenticity, making interpretation accessible to all may necessitate altering the original fabric. Effects of such changes are assessed during the planning process, and benefits and mitigations are considered and accordingly, essential changes are made. This process is relevant for all proposals developed by NPS for the nationally registered sites.

Sustainability is among the goals of NPS, however, the biggest challenge is the limited funds. As the maintenance task is among the priority management items, interpretation of the sites could not be improved. Therefore use of new techniques and technology, although it is stated in the Management policies, could not be provided.

Another aspect of management is inclusiveness. Cookie-Kayser says, in the last years, there is an effort to get park employees out in the community and join community organizations, and try to get community more involved. Therefore, Boston National Historical Park rangers make school programs and try to reach kids, teachers in the community. The purpose is to get them more interested in the parks. Public hearings are sent out to the public when there is a big decision like a management plan. Park employees listen to the voice of people from the community to have a balance in their decisions. These help NPS understand other point of views and interests. Especially for an urban park like the Boston National Historical Park, this is more challenging, because, there are a lot of organizations, a lot of stakeholders, and private historic sites. In recent years,

NPS in collaboration with park partners try to reach to the community and to show the values of the sites. Their purpose is to show that they serve not only to the visitors but also to the community.²¹⁰

In order to increase community's interest in parks, "civic engagement" initiative has been started by the National Park Service. A supervisor in the Boston National Historical Park says "if you have a public meeting, you have to reach out to people who never come in". This means, it all depends on the effort the park has made. At the end, she explains, community involvement may provide the park with new ideas, resources, new volunteers, different perspectives and a platform to resolve conflicts and to find out how to work together with the community and learning from each other. On the other hand, it may be an opportunity for the community to get their some problems solved.²¹¹

Finally, research, and training and evaluation are not at the highest desired level due to financial constraints. Interpretive programs are evaluated by National Park Service on the basis of nationwide visitor surveys. Each park, during the months of August, does a visitor survey for two weeks. However, it is standardized and used in every park, and limited on the questions it can ask to a visitor. Besides, as the Boston NHP is not a typical park with physical boundaries, and located in the middle of the city, a visitor who did not go on a ranger tour or a talk in the visitor center or at Faneuil Hall may not know they have been in the National Park. So, asking a visitor the significance of the park

²¹⁰ Ibid.interview with S.Yıldırım Esen.

²¹¹ For example, the Boston National Historical Park supervisors work in Roxbury neighborhood in Boston. One of the activities they are planning to do is helping the community plan tours of their historic sites. Besides, the park rangers are working with after school programs. This is considered as a way for reaching the children who would never come and learn about the values of the park. The message they are trying to give to the children is that "this is your park, your cultural heritage and your future" Ibid.interview with S.Yıldırım Esen.

may not mean anything. Therefore, visitor surveys do not seem to be an effective evaluation tool. Other than this, in February of 2006, the park was in the process of developing an evaluation form for their school programs. As none of the park staff was trained in evaluation, they were in a training process.²¹² It is obvious that an evaluation tool created by the park staff may help them get more sound feedback for their programs, as they can ask more specific questions.

As an example of interpretation by NPS, the Charlestown Navy Yard does not present a whole to visitors. Interpretation of the Navy Yard, which is an example of a 19th and 20th century military industrial site, involves only a small portion of the site. The rest of the Navy Yard is not open to public. Historic buildings that are closed to public are not interpreted off-site as well. Therefore, the setting of the site can not be completely understood. Similarly, interpretation does not clarify different time periods. Besides, the long range interpretive plan recommends focusing on the national significance of the Navy Yard. It is said that “all interpretation will need to support park themes, rather than be an architecture or shipbuilding tour”.²¹³ Trying to make connection with other Revolutionary Period sites result in reducing the significance of the site through interpretation.

4.2. Interpretation at the Old South Meeting House

Interpretation activities at the Old South Meeting House include interpretive talks, interactive multimedia exhibition (all themes), audio exhibition, photograph exhibition (showing the restoration in 1995-1997), special events: author events, lectures, performances, and walking tours.

²¹² Ibid.interview with S.Yıldırım Esen.

²¹³ "Long-Range Interpretive Plan - Boston National Historical Park Massachusetts 2002", p.37

Site themes, period themes and a universal theme were identified for the interpretation of the Old South Meeting House in the General Management Plan (See Figure 37 and Appendix E). Site themes are those associated with the history of the building such as the history of the building site, the history of the earlier building located at the same site, use of the building as a gathering place to discuss problems of the town, meetings held during American Revolution, architectural history of the building, and efforts of Bostonians to preserve it. Period themes those relating to the period of historical significance of the building include events and people associated with the American Revolution. Finally, the universal theme focuses on the significance of ultimate sovereignty for all people.²¹⁴

²¹⁴ "General Management Plan", pp. 87-96

OLD SOUTH MEETING HOUSE - Themes and Interpretation	
Site themes	<p>the history of the building site</p> <p>the history of the earlier Cedar Meeting House</p> <p>a location for Boston town meetings</p> <p>association with events of the American Revolution</p> <p>preservation efforts, led by citizens in Boston and across the US</p> <p>publication of the leaflet series (historical texts)</p> <p>famous events and personages associated with the site</p> <p>the structural history of the building</p> <p>the continued changes and preservation</p>
Period Themes	<p>its role during the American Revolution: town meetings that led to certain historical events</p> <p>the results of these events</p> <p>the role of important historical figures</p> <p>ideals of equality, freedom of speech, assembly, representation, and civil action, and impact of the Boston Tea Party</p>
Universal Theme	<p>"ultimate sovereignty ... was a tenet that would challenge all traditional authorities" (5)</p>

Figure 37 Old South Meeting House themes identified in the General Management Plan

Old South Meeting House functions as a history museum since 1877.²¹⁵ Its current use and interpretation and presentation programs provided by the Old South Association make physical and intellectual access to this historic site possible. Visitors get the opportunity to experience the historic building and engage with related themes and stories. Site themes are effective in increasing public respect and understanding as well as in establishing meaningful connections between visitors and the site (see the paragraphs 1.1 and 1.2 of the ICOMOS Charter at Appendix A).

Interpretive themes involve the building's function as a place for public gatherings and for worship and underline its role in daily life for nearly three centuries. Besides, site themes include not only renowned historical figures associated with the building (as mentioned in the General Management Plan), but also diverse communities of Bostonians including working class people and African Americans.²¹⁶ For example, it is communicated that

George Robert Twelves Hewes (1742-1840), an artisan shoemaker, was a typical of Boston's working class who were indispensable in revolutionary events. He confronted British soldiers the night of the

Boston Massacre, March 5, 1770, and attended the protest meeting in Old South the next day.²¹⁷

Besides, interactive exhibition stimulates interest of visitors. People learn answers of certain questions by pushing the buttons on panels. For example, one of these panels encourages people to learn who could attend the different

²¹⁵ "Old South Meeting House", brochure, Old South Association, Boston, 2006

²¹⁶ Similarly, National Park Service rangers guiding walking tours tell the story of everyday people instead of very famous people who are in the history books. This also allows making connections with visitors and enhances their experiences.

²¹⁷ "Saved from Demolition", ..

kinds of gatherings held at Old South in 1773. From this interactive exhibition panel, visitors learn that colonial town meetings did not include everyone.

Moreover, in order to reveal meanings, the significance of the Old South, which was a place of town's official meetings and debates creating American Revolution, is linked to the subject of free speech rights. The period theme telling the building as a symbol of the American Revolution is connected to a universal theme by telling the Old South's free speech policy and the significance of free speech. This establishes a connection with today as well as with visitors from different places. Visitors are also encouraged to write their answers to the following question: "If you were in charge of the Old South Meeting House, is there anyone you would not allow to speak in this historic building?" It is also mentioned that "[their] comment[s] will become part of an ongoing exchange of ideas about dissent and free speech today".

Another interpretation theme addresses how the Old South Meeting House was saved from demolition and has been preserved for future generations by the Old South Association since 1870s.²¹⁸ Through this site theme, significance of conserving this site is communicated to visitors as suggested in the first paragraph of the principle of access and understanding²¹⁹.

In addition to the permanent exhibition, audio headsets with short talks of significant historic events that took place at the building are available. Besides, author events, lectures, performances are presented to the audience. Mostly,

²¹⁸ This preservation effort is explained in the plan as "a prime example of the growth of preservation ethic in 19th century urban America" Source: Service, "General Management Plan", , p.90.

²¹⁹ ICOMOS, "The Icomos Charter for the Interpretation and Presentation of Cultural Heritage Sites (Revised Fifth Draft)", p.6.

public lectures are recorded, and broadcast online. Using variety of means and methods also helps to increase the understanding of the historic site.

The first principle of the ICOMOS Charter, **access and understanding**, states that audiences of the interpretation and presentation programmes should be identified to be able to communicate the site's significance to demographically and culturally different people.²²⁰ Similarly, at Old South, various interpretive programs have been developed for a variety of visitors including teachers, elementary, middle, or high school students, college students, adults, and seniors. For example, one of the programs tailored to students' needs teaches an African-American poet, Phillis Wheatley, who was associated with this historic site.²²¹ The program is explained as follows:

In this interactive program, students work in small groups to trace the path of Phillis' extraordinary life. Students imagine the experience of being on a slave ship, write a colonial-style letter with a quill pen, and write poetry based on Wheatley's own works.²²²

The theme of another program designed for students is free speech. In this program, students role-play well-known activists of the 1920's. Another program is called "People and Places Programs" which is for Boston 3rd-8th grade classes. In addition, the museum's teacher workshops allow teachers share ideas and discuss lesson plans and activities that teach history in new ways. Besides, a lunchtime series have been developed for college students, adults, and seniors. These include historical lectures, concerts and theater presentations on various topics. Old South also tailors interpretive talks for

²²⁰ Ibid. p.6

²²¹ "Saved from Demolition",

²²² Ibid.

groups on different topics such as colonial architecture, Puritan religion, the American Revolution, and Phillis Wheatley.²²³

There are programs for people with special needs as well. The building is physically accessible and assistive listening devices are available. Besides, the education staff is qualified to work with groups of varying abilities.²²⁴

Furthermore, audio exhibit is provided in different languages. All these programs aim to meet the needs of varied audiences of the historic site.

In brief, interpretation and presentation programs at the Old South Meeting House seems to be effective in increasing the understanding, and interest of their audiences.

When the principle of **information sources** is considered, ‘interpretation’ at Old South Meeting House shows the range of information coming from various primary sources including books, articles from newspapers of 1730, 1773, 1768 and 1884, church records, a letter from royal governor Thomas Hutchinson, a copy of an engraving by Paul Revere dated 1770, copies of two illustrations that belong to the Metropolitan Museum of Art, a 1775 Map of Boston, a 1774 British cartoon, a copy of an 1862 image showing historical events, and pages from the diary of Jacob Merrill Manning. As suggested with this principle, sources of information are identified at this site. Besides, interpretation themes communicate the stories of people associated with the site. Finally, all interpretation programs are based on a multidisciplinary study. In brief, interpretation at Old South Meeting House fulfills this criterion of the ICOMOS Charter.

²²³ Ibid.

²²⁴ Ibid.

In addition, interpretation at Old South explores the significance of the site in its historical, social, political, and spiritual contexts as indicated with the principle of **context and setting**. For instance, site themes for interpretation involve the history and architecture of the building, its role as the site of a number of significant historical meetings, its role in social, cultural and political life in Boston since Old South was built as well as its function as a place for worship.

This principle also points out that all groups that have contributed to the significance of the site should be considered in interpretation.²²⁵ At Old South, as previously mentioned, exhibition themes include stories of people from different groups that have contributed to significant historical events that have taken place at the site.

The ICOMOS Charter also indicates that interpretation should involve intangible elements of a site. Even though the exhibition at Old South lacks such elements, lectures are given by writers, historians, painters, professors, etc. about various topics including history, literature, visual arts, theater, cuisine, vice. Although these are not directly related to the building itself, lectures help understand political, social, cultural contexts in Boston's history.

Besides, as the National Historic Preservation Act requires applying 'the criteria of Effect and Adverse Effect'²²⁶ to all proposals concerning national

²²⁵ ICOMOS, "The Icomos Charter for the Interpretation and Presentation of Cultural Heritage Sites (Revised Fifth Draft)", p.8.

²²⁶ Criteria of adverse effect is explained in the National Historic Preservation Act as follows: "An adverse effect is found when an undertaking may alter, directly or indirectly, any of the characteristics of a historic property that qualify the property for inclusion in the National Register in a manner that would diminish the integrity of the property's location, design, setting, materials, workmanship, feeling, or association. Consideration shall be given to all

register sites not to reduce the integrity of the nationally significant properties as a result of planning and implementations, proposals of the General Management Plan about the Old South Meeting House were assessed in a Cost Benefit Matrix (the principle of **authenticity**). Benefits and mitigations of effects were explained, and then essential alterations were made.²²⁷

First criterion of **sustainability** is ensuring that interpretation and presentation programs are an essential part of the general planning and management of the cultural heritage sites.²²⁸ Regarding this criterion, interpretation and presentation programs operated by the Boston National Historical Park and the Old South Association are part of overall planning and management of the site. They have been developed in accordance with two guiding planning documents: the General Management Plan and Long Range Interpretive Plan of Boston National Historical Park.

Besides, the financial sustainability of the programs aimed to be guaranteed by the federal support. As previously mentioned, the building is operated by Old South Association. National Park Service and Old South Association cooperate in interpreting the site. Cooperative agreement between two parties indicates concerns about the sustainability of preservation and interpretation of the site. National Park Service is supposed to increase the Old South Association's funds for interpretation, and preservation, if the Association is financially

qualifying characteristics of a historic property, including those that may have been identified subsequent to the original evaluation of the property's eligibility for the National Register. Adverse effects may include reasonably foreseeable effects caused by the undertaking that may occur later in time, be farther removed in distance or be cumulative." "36 Cfr Part 800 -- Protection of Historic Properties (Incorporating Amendments Effective August 5, 2004)"

²²⁷ All plan decisions are reviewed and approved by the Advisory Council. Service, "General Management Plan", p. 25

²²⁸ Ibid.

unable to maintain operating hours.²²⁹ However the funds of NPS are quite limited and the maintenance of the buildings is the priority among other management issues.²³⁰

It is also significant that interpretive programs should supply economic, social and cultural benefits to the host community.²³¹ At Old South, while the historic building serves to varied audience from different places; it also serves to the Boston community with social, cultural and educational purposes.

The General Management Plan of the Boston National Historical Park on which the Long Range Interpretive Plan and interpretation and presentation programs have been based is the result of an **inclusive planning process**.

As subsequent planning studies are founded on the General Management Plan, the Long Range Interpretive Plan of 2002 which may include revision of interpretation programmes did not go through a public review process.²³² The planning team of this plan involved the park staff, national park service staff from other parks, and people from park partners and cooperating sites.²³³

4.3 Interpretation at the Paul Revere House

Since this historical house functions as a museum, it is open to the public. Appearance of the rooms presents the Revolutionary era, when the Revere family resided, and the 1680s, when one of the wealthiest merchants lived

²²⁹ "General Management Plan", p.152.

²³⁰ Raphael, interview with S.Yildirim Esen., Terry W. Savage, interview with S.Yildirim Esen. Boston, 5 June 2006

²³¹ ICOMOS, "Icomos Ename Charter for the Interpretation of Cultural Heritage Sites" p.10.

²³² Raphael, interview with S.Yildirim Esen.

²³³ "Long-Range Interpretive Plan - Boston National Historical Park Massachusetts 2002", p. 50.

there. The dwelling holds 17th- and 18th-century furnishings and artifacts. Furnishing includes some original elements such as a dresser, chair, that have been used by Paul Revere. Visitors view rooms and exhibits on their own pace. Interpreters respond to their questions. Exhibitions include both site and period themes. Site themes explore the use of the house from the 17th to the 21st century. Postcards, several Revere items, and the two paintings of the Revere House dating 1845 and 1869 are among the objects displayed. Period themes involve historical events and activities of Paul Revere during American Revolution. Anything relates to daily life during revolutionary years are among the themes interpreted through special programs.²³⁴ Educational programs include living history presentations, lectures, concerts, walking tours, school programs and numerous special events. (See Appendix E)

One of these programs aim to present the daily life of the Revere family. “The Revere Family at Work” program presents how Paul Revere and his family used each room and what were their daily activities in the house. In this program, visitors may try engraving metal as Revere did in his silversmith shop and make an herbal mixture Rachel, Paul Revere’s wife, may have used to treat her children's illnesses.²³⁵

Some of the interpretive programs aim to show different perspectives of people who lived during Revolutionary years. For example, a storyteller takes on the role of Paul Revere’s second wife, Rachel Revere, and tells a woman’s perspective and struggle in a time of war. Similarly, in another program, perspective of a loyalist, who was not on the side of revolutionists, is told by another storyteller, who takes on the role of a stamp collector. Likewise,

²³⁴ "The Paul Revere House"

²³⁵ Ibid.

revolutionists who play significant roles during American Revolution such as Dr. Joseph Warren, Paul Revere, Deborah Sampson (the only female soldier) are brought to life through presentations. In another storytelling program, visitors take on the roles of Paul and Rachel Revere, their children, British soldiers, rowers, John Hancock and Samuel Adams. In another activity, sailors and fisherman (and their families) who helped General Washington transport across the Delaware in 1775 are presented by a group with colonial dresses.²³⁶

In addition, colonial period crafts are shown to visitors. For instance, in a special event, a medical historian portrays a regimental surgeon and shows how bullet wounds and disease on the battleground during the war have been cured. Another special activity is the demonstration of silversmithing in the tradition of colonial period. A silversmith shows visitors how a silversmith like Paul Revere worked in colonial-era. In another interpretive program, visitors learn what medical equipments colonials used and how herbalists (usually women) and surgeons (men) treated the same ailments. Similarly, colonial basket weaving is shown to visitors. A clothing historian portrays an early Boston tailor and demonstrates the tailor's craft during colonial era. Another day, a costume historian presents reproduction clothing and accessories. Similarly, the craft of leather working is demonstrated in another activity in which visitors are encouraged to try sewing. Visitors are instructed in writing and drawing with quills in another special activity.²³⁷

In addition to these performances, concerts are scheduled to perform colonial music. For example, a hammered dulcimer player plays colonial music or a military reenactment group in period costumes performs for visitors. Besides, a

²³⁶ Ibid.

²³⁷ Ibid.

fife-and-drum performance is scheduled as a special event. Dressed in cloths reproduced from period originals, musicians play tunes popular in the colonial era . Other activities include a glass harmonica concert, and a performance of colonial tavern songs and dance tunes ²³⁸

Visitors may also have the opportunity to taste colonial cuisine. On certain days, interpreters in period costumes serve up some colonial tarts and cakes baked from early American recipes. As part of interpretation, the garden in between the Revere house and the Pierce-Hichborn House, which is adjacent to Paul Revere House, is planted with flowers and medicinal herbs preferred in the Colonial era. Furthermore, walking tours are scheduled to interpret the neighborhood's 19th-century history when thousands of immigrants settled there.

Through all these interpretation programs, visitors experience the historic dwelling and its surrounding, and engage with associated themes and stories. It is observed by the author that interpretation at the site increases public respect and understanding. Activities at this site establish connections between visitors and the site as indicated with the ICOMOS .principle of access **and understanding** (See the paragraphs 1.1 and 1.2 of the ICOMOS Charter at Appendix A). Besides, interpretation programs have been prepared for varied audiences including children and teachers. Interpretation programs are accessible to the public. For blind and vision impaired people, a large print brochure, introductory audio tape, and some items such as tactile replicas of Paul Revere's silver are provided during tours. For deaf and hard of hearing people, printed panel information is available. Besides, sign language interpreted lectures and programs are scheduled by the Association. Mobility

²³⁸ Ibid.

impaired visitors can access the courtyard, first floor and performance spaces. They can view the second floor from a picture book provided by the Association.²³⁹ Therefore, interpretation at the Paul Revere House fulfills this criterion of the ICOMOS Charter. (See Table)

When interpretation at the Paul Revere House is analyzed with respect to the second principle, **information sources**, interpretation reflects a multidisciplinary study of the site. It shows the range of information and reflects multiple perspectives about historical period being interpreted.

The third principle, **context and setting**, requires relating interpretation of cultural heritage sites to their wider social, cultural, historical, and natural contexts and settings. Interpretation at Paul Revere House focuses on the Revolutionary era. Site themes for interpretation involve not only political context but also the daily life, crafts, cuisine, and music etc. in that period. There is limited interpretation about the later periods. As this is the only colonial dwelling still standing in Boston, and the significance of the building is due to its association with a significant historical figure, Paul Revere, this period of significance is highlighted through interpretation.

Next, the fourth principle is preserving **authenticity**. As mentioned earlier, any proposal concerning national register sites go through a process of applying 'the criteria of Effect and Adverse Effect'.²⁴⁰ At the end of this process, alterations required for interpreting the Paul Revere House were considered essential to understanding of the site for physically disabled visitors. A Cost Benefit Matrix was prepared for the site and benefits and mitigations of effects

²³⁹ Ibid.

²⁴⁰"36 Cfr Part 800 -- Protection of Historic Properties (Incorporating Amendments Effective August 5, 2004)"

were explained. Then, necessary alterations were realized. Alterations were considered not having adverse affect on the original fabric.²⁴¹

Fifth., this site will be analyzed with the principle of planning for **sustainability**. Like all sites of the park, interpretation and presentation programs at the Paul Revere House are part of the general management and planning process. In fact, before being a part of a national historical park, this building had been interpreted for decades. Interpretive programs have been developed in accordance with the General Management Plan. Similar to the agreement between the National Park Service and Old South Association, there is an agreement between NPS and Paul Revere Memorial Association that guarantees financial sustainability of the site. Besides, interpretive programs supply economic, social and cultural benefits to the North End Community.²⁴²

Sixth principle that will be used in this analysis is **inclusiveness**, which necessitates collaboration between heritage professionals associated communities, and other stakeholders. As mentioned earlier, the General Management Planning was produced as a result of a public review process. However, the Long Range Interpretive Plan of 2002 was created by the participation of the park staff, national park service staff from other parks, and people from park partners and cooperating sites.²⁴³ As the interpretive plan did not include specific recommendations regarding the Paul Revere House, interpretation at the building reflect the thematic decisions of the General Management Plan.

²⁴¹ "General Management Plan", p. 25

²⁴² ICOMOS, "The Icomos Charter for the Interpretation and Presentation of Cultural Heritage Sites (Revised Fifth Draft)", p.10.

²⁴³ "Long-Range Interpretive Plan - Boston National Historical Park Massachusetts 2002", p. 50.

Finally, Paul Revere Association gives significance to ongoing research and training about the significance of the site.²⁴⁴

4.4 Evaluation of the Analyses

Interpretation of the sites of Boston National Historical Park by National Park Service was introduced in this section. Besides, interpretation practices at the Old South Meeting House and Paul Revere House have been analyzed in detail with respect to the principles of the ICOMOS Interpretation Charter.

Tables 2 – 8 summarize the analyses of the case and indicate the sources of information used in these analyses. As previously explained in detail in The Method and Content of the Study section, a checklist was prepared for each principle for evaluating results of analyses (of policies, general management plan and interpretive plan decisions, and interpretations at three chosen sites), using the Charter principles. An evaluation matrix was prepared so as to show relations between policies, planning, and implementations at three sites. Several symbols utilized in the evaluation matrix.²⁴⁵ Besides, as the analyses have been based on several information sources, these have been noted at the side of each line in the matrix.²⁴⁶

²⁴⁴ "The Paul Revere House"

²⁴⁵ '+' means that the checklist subject is included in that document; '-' implies that this issue is not mentioned in that document; 'Y' means 'yes'; 'N' means 'no'; 'U' means 'unknown', 'NA' means 'not applicable', and an empty space in the matrix means that question can not be answered within the scope of this study. For more information see The Method and Content of the Study section.

²⁴⁶ Information coming from park planning documents has been shown with 'D'. Information relating to the infrastructure of a site (such as accessibility of the site) is based on the site itself, and this has been pointed out with 'S'. 'I' denotes to information obtained from the interviews with the park staff. Finally, 'P' refers to information obtained from on-site interpretation programmes through observations of the author.

First principle of the charter, **access and understanding**, requires increasing public respect and understanding through interpretation of a cultural heritage site. This can be a long term goal in a settlement, or geography, rather than the success of a single site. Each site may contribute to this overarching goal with its programs. All sites included in the Boston National Historical Park contribute to enhancing experience and raising understanding through the efforts of their operators and accessibility (See Table 2). Besides, interpretive programs should address varied people with different backgrounds and levels of knowledge. At the Boston NHP, information about park visitors is identified in the Long Range Interpretive Plan, while mentioning the need for further research on identifying the needs of the audience. Although an in-depth research about park visitors is still needed, Old South Meeting House and Paul Revere House prepare various programs for varied audiences, considering particularly school children. However, interpretation at the Charlestown Navy Yard does not reflect such variety.

Parallel with the second principle, **information sources**, interpretation of the sites –from planning to implementation of programs – reflects well researched and multidisciplinary study of the sites (See Table 3).

NPS policies do not require showing the range of meanings and distinguishing successive phases as indicated with the principle of **context and setting**. Policies influence implementations. Interpretation practices of the NPS at the Boston National Historical Park reflect an ideological approach and communicate national significances of the sites. Although the General Management Plan identifies not only period themes but also site themes and universal themes, the Long Range Interpretive Plan only focuses on national significances of the sites and do not reflect management decisions. The LRIP themes have been developed on the basis of the significance statement of the park. As cultural heritage sites included in parks are chosen due to their

national significances, interpretation programs developed by NPS focus particularly on this aspect of the sites' significances. (See Table 4) On the other hand, the interpretation themes of the private organizations, which have their own mandates and own mission, are broader. For example, the interpretation of Old South relates to the wider contexts of the site. However, interpretation of the Paul Revere House focuses basically on the period of significance. The story that the Boston NHP public on is when it was a place for a lot of meetings for revolution. However the story told in the Old South Meeting House goes into the 19th Century, when it was still a church. Another example is the U.S.S. Constitution Museum.²⁴⁷ It is located on the Navy Yard, presents "exhibits on the ships construction, ship artifacts, computer simulations and hands on exhibits for children".²⁴⁸ However, the Navy Yard interpretation programs focuses on the national significance of the Navy Yard.

Evaluation questions of the fourth principle, **authenticity**, may mostly apply to historical settlements which maintain traditional social functions and have cultural values. Although the Charter propose not irreversibly altering the fabric of cultural heritage sites, such alterations may be essential, for example, to make sites accessible. Similarly, the chosen sites of the park have been subject to certain alterations which have been applied after their necessity, effects on the sites and mitigations have been considered to conserve the 'integrity' of the sites (See Table 5). Besides, the **sustainability** of the park and interpretive programs is provided by planning for interpretation and making interpretation an integral part of the overall preservation and management processes (See Table 6). In addition, **inclusiveness** is seen in the formation of the management plans. In contrast, the LRIP has not been opened

²⁴⁷ The USS Constitution Museum is a private, nonprofit foundation.

²⁴⁸ "Annual Performance Plan for Boston National Historical Park",

for public comment and involvement (See Table 7).

Training for NPS and staff of other sites are provided to share and discuss new research, interpretive techniques, and anything relates to the park(See Table 8).

The Long Range Interpretive Plan identifies **research** needs for Boston NHP, but time and budget allocated for research in the Park is quite limited.²⁴⁹ Even though partners share new scholarly information about sites²⁵⁰, the plan indicates the need for a better collaboration on this issue among partners, as well as on sharing training opportunities.²⁵¹ Besides, although the NPS policies require making periodic changes on the basis of scientific analysis and research, interpretation panels at the Charlestown Navy Yard outdated. This is due to limited funds allocated for the interpretation of the sites.

The Charter underlines the significance of using interpretation programmes “in school curricula, communications and information media, special activities, events, and seasonal volunteer involvement”.²⁵² Boston NHP has school programs through which park rangers reach kids outside parks and tell them significance of the sites of the park. The park also organizes events and special activities. Every summer, volunteers join park rangers in interpreting the park.

Finally, **evaluation** of the park by NPS does not provide essential feedback about the programs.²⁵³ Because, standardized visitor surveys are used in all parks of the NPS.

²⁴⁹ Cookie-Kayser, interview with S.Yıldırım Esen.

²⁵⁰ Ibid.interview with S.Yıldırım Esen.

²⁵¹ "Long-Range Interpretive Plan - Boston National Historical Park Massachusetts 2002", p. 43.

²⁵² ICOMOS, "Icomos Ename Charter for the Interpretation of Cultural Heritage Sites", p. 12.

²⁵³ Cookie-Kayser, interview with S.Yıldırım Esen.

Table 2 Evaluation of the analyses results with respect to the principle of ‘access and understanding’ (Yıldırım Esen, 2007)

The ICOMOS Charter for Interpretation and Presentation of Cultural Heritage Sites (12 December 2006)		NPS Policies	GMP	LRIP	Navy Yard	Old South	Paul Revere	
1. Access and Understanding	1.1a Does interpretation and presentation enhance experience, increase public respect and understanding? (choise and design of media: visitor experience)	+	-	+				
	1.1b Does interpretation and presentation communicate the importance of the conservation of the site? (interpretation plan: themes)	+	-	+	Y	Y	Y	S
	1.2a Does Interpretation and presentation encourage individuals and communities to reflect on their own perceptions of a site and establish a meaningful connection to it by providing insights—as well as facts?(choise and design of media: visitor experience)	+	+	+				
	1.2b Does interpretation stimulate further interest and learning? (choise and design of media: visitor experience)	+	-	+				
	1.3 Have interpretation programmes identified and assesed their audiences demographically and culturally? (interpretation plan)	+	+	Y	Y	Y	Y	I, P
	1.4 Is the diversity of language among visitors and associated communities connected with the site reflected in the interpretive infrastructure? (interpretation plan: infrastructure)	+	-	+	U	Y	U	S
	1.5 Are Interpretation and presentation activities physically accessible to the public, in all its variety?(interpretation plan:infrastructure and media)	+	+	+	Y	Y	Y	S
	1.6 Is interpretation and presentation provided off-site? (in cases where physical access to the site is restricted due to conservation concerns, cultural sensitivities, adaptive re-use, or safety issues) (interpretation plan:media)	+	-	+	NA	NA	NA	

Table 3 Evaluation of the analyses results with respect to the principle of ‘information sources’ (Yıldırım Esen, 2007)

The ICOMOS Charter for Interpretation and Presentation of Cultural Heritage Sites (12 December 2006)		NPS Policies	GMP	LRIP	Navy Yard	Old South	Paul Revere	
2. Information sources	2.1 Does interpretation show the range of oral and written information, material remains, traditions, meanings attributed to the site, and identify the sources of this information? (interpretation plan: themes)	+	+	-	N	Y	Y	<i>P</i>
	2.2a. Is interpretation based on a well-researched, multidisciplinary study of the site and its surroundings? (content)	+	-	-	Y	Y	Y	<i>P</i>
	2b. Does interpretation include reflection on alternative historical hypotheses, local myths, and stories? (interpretation plan)	-	-	-	NA	NA	NA	
	2.3 Do interpretive programmes incorporate oral testimonies? (At cultural heritage sites where traditional storytelling or memories of historical participants provide an important source of information about the significance of the site) (interpretation plan)	+	NA	NA	NA	NA	NA	
	2.4. Are visual reconstructions based upon detailed and systematic analysis of environmental, archaeological, architectural, and historical data, including analysis of building materials, structural engineering data, written, oral and iconographic sources, and photography? (developing interpretation methods and media)	-	NA	NA	NA	NA	NA	
	2.5 Are interpretation and presentation activities and the research and information sources on which they are based documented and archived for future reference and reflection? (Man: interpretation program)	+	-	-	Y	U	U	<i>I</i>

Table 4 Evaluation of the analyses results with respect to the principle of ‘context and setting’ (Yıldırım Esen, 2007)

The ICOMOS Charter for Interpretation and Presentation of Cultural Heritage Sites (12 December 2006)		NPS Policies	GMP	LRIP	Navy Yard	Old South	Paul Revere	
3. Context and Setting	3.1a Does interpretation explore the significance of the site in its multifaceted historical, political, spiritual, and artistic contexts? (interpretation plan)	-	+	N	N	Y	N	<i>P</i>
	3.1b Does interpretation consider all aspects of the site’s cultural, social, and environmental significance? (interpretation plan)	-	+	N	N	Y	NA	<i>P</i>
	3.2 Does interpretation of the site clearly distinguish and date the successive phases and influences in its evolution? Is it respect the contributions of all periods to the significance of the site? (interpretation plan)	-	+	N	N	Y	N	<i>P</i>
	3.3 Does interpretation take into account all groups that have contributed to the historical and cultural significance of the site? (interpretation plan)	-	+	Y	Y	Y	NA	<i>I, P</i>
	3.4 Are the surrounding landscape, natural environment, and geographical setting taken into account in interpretation of the site? (interpretation plan)	+	-	NA	NA	NA	NA	
	3.5 Are intangible elements of the site’s heritage noted and included in its interpretation? (interpretation plan)	-	-	N	N	Y	Y	<i>P</i>
	3.6 Is the cross-cultural significance of the site, as well as the range of perspectives about it based on scholarly research, ancient records, and living traditions, considered in the formulation of interpretive programmes? (interpretation plan)	-	+	NA	NA	NA	NA	

Table 5 Evaluation of the analyses results with respect to the principle of ‘authenticity’ (Yıldırım Esen, 2007)

The ICOMOS Charter for Interpretation and Presentation of Cultural Heritage Sites (12 December 2006)		NPS Policies	GMP	LRIP	Navy Yard	Old South	Paul Revere	
4. Authenticity	4.1a Does the design of interpretation programme respect the traditional social functions of the site? (developing interpretation methods and media)	-	NA	NA	NA	Y	NA	<i>P</i>
	4.2a Does interpretation contribute to the conservation of authenticity by communicating its significance without adversely impacting its cultural values ? (interpretation plan)	-	NA	NA	NA	NA	NA	
	4.1b Does the design of interpretation programme respect cultural practices and dignity of local residents and associated communities? (developing interpretation methods and media)	+	-	-	Y	Y	Y	<i>I, P</i>
	4.2b Does interpretation contribute to the conservation of authenticity by communicating its significance without irreversibly altering its fabric?(developing interpretation methods and media)	-	-	NA	N	N	N	<i>P</i>
	4.3 Are all visible interpretive infrastructure sensitive to the character, setting and the cultural and natural significance of the site, while remaining easily identifiable? (developing interpretation methods and media)	-	-	-	NA	NA	NA	
	4.4 Are interpretive activities carefully planned to minimize disturbance to the local residents and to the physical surroundings of the site? (developing interpretation methods and media)	-	-	-	Y	Y	Y	<i>I, P</i>

Table 6 Evaluation of the analyses results with respect to the principle of ‘sustainability’ (Yıldırım Esen, 2007)

The ICOMOS Charter for Interpretation and Presentation of Cultural Heritage Sites (12 December 2006)		NPS Policies	GMP	LRIP	Navy Yard	Old South	Paul Revere	
5. Sustainability	5.1 Are the development and implementation of interpretation and presentation programmes an integral part of the overall planning, budgeting, and management process? (Planning for conservation)	+	Y	Y	Y	Y	Y	<i>D, I</i>
	5.2 Are the potential effect of interpretive infrastructure and visitor numbers on the cultural value, physical characteristics, integrity, and natural environment of the site considered in heritage impact assessment studies? (man: evaluation)	+	+	-	Y	Y	Y	<i>D</i>
	5.3. Does interpretation serve educational and cultural objectives? (man: evaluation)	+	+	Y	Y	Y	Y	<i>P</i>
	5.4a Is interpretation and presentation integral part of the conservation process? (Planning for conservation)	-	-	-	NA	NA	NA	
	5.4b Does Interpretation and presentation enhance the public’s awareness of specific conservation problems encountered at the site and explaining the efforts being taken to protect the site’s physical integrity? (interpretation plan)	+	-	-	NA	NA	NA	
	5.5 Are technical or technological elements selected to become a permanent part of a site’s interpretive infrastructure designed and constructed in a manner that will ensure effective and regular maintenance? (developing interpretation methods and media)	-	+	-	NA	NA	NA	<i>P</i>
	5.6 Do Interpretive activities provide equitable and sustainable economic, social, and cultural benefits to the host community at all levels, through education, training, and the creation of economic opportunities? (Man: int. programme)	-	+	-	Y	Y	Y	<i>P</i>

Table 7 Evaluation of the analyses results with respect to the principle of ‘inclusiveness’ (Yıldırım Esen, 2007)

The ICOMOS Charter for Interpretation and Presentation of Cultural Heritage Sites (12 December 2006)		NPS Policies	GMP	LRIP	Navy Yard	Old South	Paul Revere
6. Inclusiveness	6.1 Are the multidisciplinary expertise of scholars, conservation experts, governmental authorities, site managers, tourism operators, and other professionals integrated into formulation of interpretation and presentation programmes? (interpretation plan)	+	Y	-	Y	Y	Y <i>D, I</i>
	6.2 Are the traditional rights, responsibilities, and interests of property owners, nearby residents, and associated communities noted and respected in the planning of site interpretation and presentation programmes? (interpretation plan)	+	Y	-	Y	Y	Y <i>D, I</i>
	6.3. Have plans for expansion or revision of interpretation and presentation programme been open for public comment and involvement? (man: evaluation)	-	NA	N	N	N	N <i>D, I</i>
	6.4 Have legal ownership and right to use images, texts, and other interpretive materials been discussed and clarified in the planning process? (developing interpretation methods and media)	-	-	-	U	U	U

Table 8 Evaluation of the analyses results with respect to the principle of ‘research, evaluation and training’

The ICOMOS Charter for Interpretation and Presentation of Cultural Heritage Sites (12 December 2006)		NPS Policies	GMP	LRIP	Navy Yard	Old South	Paul Revere	
7. Research, Evaluation and Training	7.1. Are continuing research and consultation integral elements in interpretation programme? (Man:research and training)	+	-	Y	Y	Y	Y	<i>I</i>
	7.2 Have the interpretive programme and infrastructure been designed and constructed in a way that ensure periodic content revision and/or expansion? (developing interpretation methods and media)	-	-	-	Y	Y	Y	<i>P</i>
	7.3. a. Are interpretation programmes and their physical impact on the site continuously monitored and evaluated? b.Are periodic changes made on the basis of both scientific and scholarly analysis and public feedback? c. Are visitors and members of associated communities as well as heritage professionals involved in this evaluation process? (man: evaluation)	+	-	-	N	U	U	<i>P</i>
	7.4. Is possible use of interpretation programme in school curricula, communications media including the internet, special activities, events, and seasonal volunteer involvement taken into account? (Man: int. programme)	+	-	Y	Y	Y	Y	<i>D, I</i>
	7.5. The training of qualified professionals in the specialized fields of heritage interpretation, such as conservation, content creation, management, technology, guiding, and education, is a crucial objective. In addition, basic academic conservation programmes should include a component on interpretation in their courses of study. (general)	+	-	NA	NA	NA	NA	
	7.6. Are on-site training programmes and courses developed with the objective of updating and informing heritage and interpretation staff of all levels and associated and host communities of recent developments and innovations in the field? (Man:research and training)	-	NA	NA	NA	NA	NA	
	7.7 Are international conferences, workshops and exchanges of professional staff encouraged? (collaboration)	-	-	-	N	N	N	<i>D</i>

CHAPTER 5

CONCLUSION

This study discusses how interpretation can effectively be planned and operated as an integral part of the preservation process. Interpretation not only contributes to understanding of various meanings, values, multiple perspectives and significance of these places but also enhance public understanding and respect of cultural heritage preservation, which can not be possible without public support. As mentioned by Erder thirty years ago, “[o]nly if the people who live and work in [historic] quarters take pride in them can they be properly maintained. Only if they themselves try to stave off demolition can we preserve a few more of these areas”.²⁵⁴ Moreover, understanding heritage values and meanings through interpretation is the right and responsibility of all people since cultural heritage is preserved for the public good.

However, it is not an easy task, but a challenging and articulated one. The complex *interpretation process* determines *how* (and *which*) various heritage values are (should be) ‘interpreted’ by various stakeholders, and how they are perceived by visitors. Considering diverse aspects of interpretation and its influences on the heritage itself, guiding this process through the development of the scientific, ethical, and educational principles is significant for achieving the goals of both interpretation and preservation at cultural heritage sites. Therefore, initiative of the ICOMOS for the *Charter for the Interpretation and*

²⁵⁴ Cevat Erder, "Promoting Appreciation for the Historic Monument in Its Larger Architectural Setting: An Experiment with Turkish School Children". *Monvmentvm*, XIV 1976

Presentation of Cultural Heritage Sites is an important contribution to the preservation field.

5.1 Comments on the ICOMOS Charter for the Interpretation and Presentation of Cultural Heritage Sites

In this study, this ICOMOS Charter has been reviewed and at the same time examined as a guiding document while using it as an evaluation framework to analyze and assess the implementations at the Boston National Historical Park, which is a unit of the national parks administered by the National Park Service in the USA.

This Charter serves as a reference document which includes general recommendations (which may apply to all types of cultural heritage sites) regarding various aspects of interpretation. Since it neither offers methods nor refers to the process of interpretation, the Charter does not serve as an implementation tool (like guidelines). However its principles relate to the whole process of interpretation including planning; design, choice and production of interpretation media and programs, and site management. The document does not deal with certain issues such as organizational, financial, and policy/legal measures, all of which are significant to implement these Interpretation principles.

When each principle has been reviewed, following issues have been noted. First, the principle of *access and understanding* requires providing off-site interpretation at a cultural heritage site that is not physically accessible due to conservation concerns, cultural sensitivities, adaptive-reuse, or safety issues (1.6). However, even off-site interpretation may not be appropriate or necessary, for example, in cases when host community does not desire to interpret, or when a private residence is continuing its original function, which

is also part of its significance. Besides, it should be noted that identifying who is not coming to a cultural heritage site is as important as identifying its varied audiences.

The second principle, *information sources*, necessitates “show[ing] the range of oral and written information, material remains, traditions, and meanings attributed to a site”²⁵⁵ through interpretation. The Charter neglects that it may be impracticable to present “the” whole. Because, “[t]he whole soars into infinity, and ...[t]he tourist has three limitations-of time, of absorptive capacity, and of money”.²⁵⁶ Tilden explains that issue as follows

It is far better that the visitor to a preserved area, natural, historic or prehistoric, should leave with one or more whole pictures in mind, than with a *mélange* of information that leaves him with in doubt as to why the area has been preserved at all.²⁵⁷

So as to present whole pictures to visitors, identifying themes for interpretation is an important part of interpretive planning. How / what themes for a cultural heritage site are identified is determined by the significance statement of the site and mission of those who participate in the planning process. One of the approaches to identifying themes may be revealing meanings of a site (and its own message(s)), and another one may be giving a particular –ideological- message associated with the site. The Charter principles guides toward the first approach. However, inevitably, ‘interpretation’ can not be a mathematical equation with a fixed result, seeing that it is a program of a group of people cooperating with various stakeholders. Consequently, it reflects missions,

²⁵⁵ ICOMOS, "The Icomos Charter for the Interpretation and Presentation of Cultural Heritage Sites (Revised Fifth Draft)"

²⁵⁶ Tilden, p. 40

²⁵⁷ Ibid. p. 41

mandates, philosophies, and ideologies of people who become part of it and form its content.²⁵⁸ In fact, either approach is also a consequence of how values are identified in the overall assessment.

For example, the sites at Boston National Historical Park were included in the park legislation due to their national values (which is one of the identity values²⁵⁹). For that reason, national significances of the sites are emphasized in the interpretation programs operated by the National Park Service. As seen in this case, identity values which include such features as memorial, legendary, religious, political, patriotic, and nationalistic are associated with the emotional connections of society to particular sites. While these values could have positive impact on the preservation of the resource, they could also have negative impacts such as over-restoration; neglect and destruction (in case of the lack of this identity).²⁶⁰ It is therefore vital to acknowledge that “many of these values [including identity value, relative artistic or technical value, rarity value, economic value, functional value, educational value, social value, political value] ... can have both positive and negative impacts on the cultural resource, depending of the type of value and the emphasis that is given to it”.²⁶¹

Thus, statement of the values for which a particular cultural heritage site has been set aside to be preserved for future generations is significant for not only preservation but also interpretation of the site. Both positive and negative impacts of these values should be considered while identifying themes.

²⁵⁸ For example, the National Park Service basically communicates national significances of the sites at Boston National Historical Park rather than presenting their every asset. Conversely, partner organizations interpret the same sites using broader themes because of their different mandates and missions.

²⁵⁹ Feilden, Jokilehto and International Centre for the Study of the Preservation and the Restoration of Cultural Property., p. 18

²⁶⁰ Ibid.

²⁶¹ Ibid.pp. 18-21

Besides, themes should be recognized on the basis of extensive research (of the place, interpretation media, and the audience) and consultation with stakeholders. Presenting ‘the’ whole may not be possible in practice. However, while highlighting particular themes, other aspects of a site’s significance and its various contexts may be included in its interpretation using various techniques and technology.

Regarding the third principle, *context and setting*, it should be noted that interpretation should involve not only groups that have contributed to the historical and cultural significance of the site, but also individuals including an average person being connected to the site. For example, it is important that in the Old South not only historical figures but also a shoe-maker who contributed to the historical significance of the site is included in its interpretation. Besides, the historical context should be interpreted in a way that includes the stories of people/ communities with different perspectives.

The fourth principle, *authenticity*, requires not irreversibly altering fabric of a cultural heritage site. However, certain alterations may be imperative for the use of a site, for instance to make it accessible. In addition, authenticity may be considered as part of sustainability: i.e. sustaining the significance of the site, its character and authenticity.

Besides, on the principle of *research*, it should be mentioned that financial and human resources should be considered for continuing research in cultural heritage sites. In general, organizational capacity is critical in achieving effective interpretation.

Finally, the last principle of *research, training and evaluation* should explain that effectiveness of interpretation and presentation programs in reaching its

goals should be evaluated on the basis of public feedback. Evaluation criteria are significant as well to benefit from evaluation.

5.2 Recommendations for the Interpretation at the Boston National Historical Park by National Park Service

While studying the Boston National Historical Park with regard to the ICOMOS principles; NPS policies, planning documents and processes as well as on-site interpretation activities have been analyzed.

Although the Charter is a newly developing document on interpretation of cultural heritage sites, in general, NPS policies and the interpretation of the Boston National Historical Park (which have been formed since 1970s) are compatible with *the ICOMOS Charter for the Interpretation and Presentation of Cultural Heritage Sites* except for the different approaches to the ‘context and setting’ and ‘authenticity’. First, NPS policies and collaboration with park partners ensure access to the park sites. Second, accuracy of information sources is given significance. Third, sustainability is among the planning and management issues. Fourth, the General Management Plan reflects public input. In addition to this, cooperating with stakeholders indicates the concern for inclusiveness. Finally, ongoing research; evaluation of the programs and training of the staff are among the management objectives.

As previously mentioned, while the Charter focuses on communicating the full range of meanings attributed to cultural heritage sites, National Park Service communicates the national significances of the sites due to an ideological approach to interpretation. This approach which lacks a conceptual framework is formed by the NPS policies, mission and significance statements, and enabling legislation of the Boston National Historical Park. Interpretation practices by other partner organizations somehow complete the interpretation

programmes operated by the National Park Service. However, still, such a selective approach isolates the sites from other sites representing the same period or later periods as well as from the present context and setting of Boston. For instance, trying to emphasize its national significance and relating this site with other sites included in the park reduce the significance and meanings of the Charlestown Navy Yard. Interpretation at the Yard does not relate to its political, historical contexts, settings and different periods. While highlighting particular themes, other aspects of a site's significance may be included in its interpretation using various techniques and technology. Visitors, who have different interests and limited time, may be presented options to explore different meanings/ themes/ periods/ contexts of a site.

Another issue regarding the interpretation by the National Park Service is the organizational capacity. The biggest challenge is the lack of funds for interpretation. Organizational capacity (human resources and funds) need to be developed by the National Park Service. Better infrastructure is needed at the Yard. For example, technology may be utilized for off-site interpretation.

Evaluation criteria should be developed for each park to benefit from visitor surveys. Finally, international cooperation on cultural heritage interpretation may be encouraged.

5.3 Conclusive Remarks and Insights for Turkey

This study discusses how interpretation can be an integral part of management and planning processes. Following evaluations can offer insights for cultural heritage sites in other places including Turkey.

A holistic approach to interpretation is essential for the success and effectiveness of interpretation programs. Each phase of heritage management

affects the understanding and meaning of a site, accordingly the perception of visitors.

Identifying all meanings and significance attributed to a site influences how it is communicated to the public. Therefore, 'interpretation' process starts with identifying meanings and significance. Besides, policies should support the communication of cultural heritage values to the public.

'Interpretation' should be considered among management plan objectives. Providing benefits to host community, ongoing research, evaluation, training, international collaboration should be among management objectives. Basic decisions regarding interpreting a cultural heritage site should be identified in its management plan. For instance, reasoning of the themes should be included in the management plans.

Interpretive plans should reflect public input and perspectives of stakeholders. Interpretive plans should identify audiences and themes. Interpretive methods and media should ensure sustainability of values, while engage audience to interpretive themes

Finally, there is need for further studies on interpretation of cultural heritage sites in Turkey. Cultural heritage interpretation is a new subject and how it can become an integral part of the preservation and management process could be studied in detail. Besides, developing interpretation strategies for sites that are open to visitation could be a significant contribution to the preservation field. Last, developing interpretation guidelines for cultural heritage sites is essential to guide interpretive practices at cultural heritage sites, therefore, such an in depth study could be exceptionally useful.

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**APPENDIX A: THE ICOMOS CHARTER FOR THE
INTERPRETATION AND PRESENTATION OF CULTURAL
HERITAGE SITES (REVISED FIFTH DRAFT, 12 DECEMBER 2006)**

PREAMBLE

Since its establishment in 1965 as a worldwide organisation of heritage professionals dedicated to the study, documentation, and protection of cultural heritage sites, ICOMOS has strived to promote the conservation ethic in all its activities and to help enhance public appreciation of humanity’s material heritage in all its forms and diversity.

As noted in the Charter of Venice (1964) “It is essential that the principles guiding the preservation and restoration of ancient buildings should be agreed and be laid down on an international basis, with each country being responsible for applying the plan within the framework of its own culture and traditions.” Subsequent ICOMOS charters have taken up that mission, establishing professional guidelines for specific conservation challenges and encouraging effective communication about the importance of heritage conservation in every region of the world.

These earlier ICOMOS charters stress the importance of public communication as an essential part of the larger conservation process (variously describing it as “dissemination,” “popularization,” “presentation,” and “interpretation”). They implicitly acknowledge that every act of heritage conservation—within all the world’s cultural traditions— is by its nature a communicative act.

From the vast range of surviving material remains of past communities and civilisations, the choice of what to preserve, how to preserve it, and how it is to be presented to the public are all elements of site interpretation. They represent every generation's vision of what is significant, what is important, and why material remains from the past should be passed on to generations yet to come.

The need for a clear rationale, standardised terminology, and accepted professional principles for Interpretation and Presentation is evident. In recent years, the dramatic expansion of interpretive activities at many cultural heritage sites and the introduction of elaborate interpretive technologies and new economic strategies for the marketing and management of cultural heritage sites have created new complexities and aroused basic questions that are central to the goals of both conservation and the public appreciation of cultural heritage sites throughout the world:

- What are the accepted and acceptable goals for the Interpretation and Presentation of cultural heritage sites?
- What principles should help determine which technical means and methods are appropriate in particular cultural and heritage contexts?
- What ethical and professional considerations should help shape Interpretation and Presentation regardless of its specific forms and techniques?

The purpose of this Charter is therefore to define the basic principles of Interpretation and Presentation as essential components of heritage conservation efforts and as a means of enhancing public appreciation and understanding of cultural heritage sites. (Although the principles and objectives of this Charter may equally apply to off-site interpretation, its main focus is interpretation and presentation at, or in the immediate vicinity of, cultural heritage sites.)

DEFINITIONS

For the purposes of the present Charter,

Interpretation refers to the full range of potential activities intended to heighten public awareness and enhance understanding of cultural heritage site. These can include professional and popular publications, public lectures, on-site installations, formal and informal educational programmes; community activities; and ongoing research, training, and evaluation of the interpretation process itself.

Presentation more specifically denotes the carefully planned communication of interpretive content through the arrangement of interpretive information, physical access, and interpretive infrastructure at a cultural heritage site. It can be conveyed through a variety of technical means, including, yet not requiring, such elements as informational panels, museum-type displays, formalized walking tours, lectures and guided tours, and multimedia applications.

Interpretive infrastructure refers to physical installations, facilities, and areas at a cultural heritage site that may be specifically utilised for the purposes of interpretation and presentation.

Site interpreters refers to staff or volunteers at a cultural heritage site who are permanently or temporarily engaged in the public communication of information relating to the values and significance of the site.

Cultural Heritage Site refers to a locality, natural landscape, settlement area, architectural complex, archaeological site, or standing structure that is recognized and often legally protected as a place of historical and cultural significance.

OBJECTIVES

In recognizing that interpretation and presentation are part of the overall process of cultural heritage conservation and management, this Charter seeks to establish seven cardinal principles, upon which Interpretation and Presentation—in whatever form or medium is deemed appropriate in specific circumstances—should be based.

Principle 1: Access and Understanding

Principle 2: Soundness of Information Sources

Principle 3: Attention to Setting and Context

Principle 4: Preservation of Authenticity

Principle 5: Planning for Sustainability

Principle 6: Concern for Inclusiveness

Principle 7: Importance of Research, Evaluation, and Training

Following from these seven principles, the objectives of this Charter are to:

1. **Facilitate understanding and appreciation** of cultural heritage sites and foster public awareness of the need for their protection and conservation.
2. **Communicate the meaning** of cultural heritage sites through careful, documented recognition of their significance, through accepted scientific and scholarly methods as well as from living cultural traditions.

3. **Safeguard the tangible and intangible values** of cultural heritage sites in their natural and cultural settings and social context.
4. **Respect the authenticity** of cultural heritage sites, by communicating the significance of their historic fabric and cultural values and protecting them from the adverse impact of intrusive interpretive infrastructure.
5. **Contribute to the sustainable conservation** of cultural heritage sites, through promoting public understanding of ongoing conservation efforts and ensuring long-term maintenance and updating of the interpretive infrastructure.
6. **Encourage inclusiveness** in the interpretation of cultural heritage sites, by facilitating the involvement of stakeholders and associated communities in the development and implementation of interpretive programmes.
7. **Develop technical and professional standards** for heritage interpretation and presentation, including technologies, research, and training. These standards must be appropriate and sustainable in their social contexts.

PRINCIPLES

Principle 1: Access and Understanding

Interpretation and presentation programmes, in whatever form deemed appropriate and sustainable, should facilitate physical and intellectual access by the public to cultural heritage sites.

1.1 Effective interpretation and presentation should enhance experience, increase public respect and understanding, and communicate the importance of

the conservation of cultural heritage sites.

1.2 Interpretation and presentation should encourage individuals and communities to reflect on their own perceptions of a site and establish a meaningful connection to it by providing insights—as well as facts. The aim should be to stimulate further interest and learning.

1.3 Interpretation and presentation programmes should identify and assess their audiences demographically and culturally. Every effort should be made to communicate the site’s values and significance to its varied audiences.

1.4 The diversity of language among visitors and associated communities connected with a heritage site should be reflected in the interpretive infrastructure.

1.5 Interpretation and presentation activities should also be physically accessible to the public, in all its variety.

1.6 In cases where physical access to a cultural heritage site is restricted due to conservation concerns, cultural sensitivities, adaptive re-use, or safety issues, interpretation and presentation should be provided off-site.

Principle 2: Information Sources

Interpretation and presentation should be based on evidence gathered through accepted scientific and scholarly methods as well as from living cultural traditions.

2.1 Interpretation should show the range of oral and written information,

material remains, traditions, and meanings attributed to a site. It should also clearly identify the sources of this information.

2.2 Interpretation should be based on a well researched, multidisciplinary study of the site and its surroundings, but should also acknowledge that meaningful interpretation also necessarily includes reflection on alternative historical hypotheses, local myths, and stories.

2.3 At cultural heritage sites where traditional storytelling or memories of historical participants provide an important source of information about the significance of the site, interpretive programmes should incorporate these oral testimonies—either indirectly, through the facilities of the interpretive infrastructure, or directly, through the active participation of members of associated communities as on-site interpreters.

2.4 Visual reconstructions, whether by artists, architects, or computer modelers, should be based upon detailed and systematic analysis of environmental, archaeological, architectural, and historical data, including analysis of written, oral and iconographic sources, and photography. The information sources on which such visual renderings are based should be clearly documented and alternative reconstructions based on the same evidence, when available, should be provided for comparison.

2.5 Interpretation and presentation activities and the research and information sources on which they are based should be documented and archived for future reference and reflection.

Principle 3: Context and Setting

The Interpretation and Presentation of cultural heritage sites should relate to their wider social, cultural, historical, and natural contexts and settings.

3.1 Interpretation should explore the significance of a site in its multi-faceted historical, political, spiritual, and artistic contexts. It should consider all aspects of the site's cultural, social, and environmental significance.

3.2 The public interpretation of a cultural heritage site should always clearly distinguish and date the successive phases and influences in its evolution. The contributions of all periods to the significance of a site should be respected.

3.3 Interpretation should also take into account all groups that have contributed to the historical and cultural significance of the site.

3.4 The surrounding landscape, natural environment, and geographical setting are all integral parts of a site's historical and cultural significance, and, as such, should be taken into account in its interpretation.

3.5 Intangible elements of a site's heritage such as cultural and spiritual traditions, stories, music, dance, theater, literature, visual arts, personal customs and cuisine should be noted and included in its interpretation.

3.6 The cross-cultural significance of heritage sites, as well as the range of perspectives about them based on scholarly research, ancient records, and living traditions, should be considered in the formulation of interpretive programmes.

Principle 4: Authenticity

The Interpretation and presentation of cultural heritage sites must respect the basic tenets of authenticity in the spirit of the Nara Document (1994).

4.1 Authenticity is a concern relevant to human communities as well as material remains. The design of a heritage interpretation programme should respect the traditional social functions of the site and the cultural practices and dignity of local residents and associated communities.

4.2 Interpretation and presentation should contribute to the conservation of the authenticity of a cultural heritage site by communicating its significance without adversely impacting its cultural values or irreversibly altering its fabric.

4.3 All visible interpretive infrastructure (such as kiosks, walking paths, and information panels), when deemed appropriate and necessary must be sensitive to the character, setting and the cultural and natural significance of the site, while remaining easily identifiable.

4.4 On-site concerts, dramatic performances, and other interpretive activities—when deemed appropriate and sensitive to the character of the site—must be carefully planned to minimise disturbance to the local residents and to the physical surroundings of the site.

Principle 5: Sustainability

The interpretive plan for a cultural heritage site must be sensitive to its natural and cultural environment, with social, financial, and

environmental sustainability among its central goals.

5.1 The development and implementation of interpretation and presentation programmes should be an integral part of the overall planning, budgeting, and management process of cultural heritage sites.

5.2 The potential effect of interpretive infrastructure and visitor numbers on the cultural value, physical characteristics, integrity, and natural environment of the site must be fully considered in heritage impact assessment studies.

5.3 Interpretation and presentation should serve a wide range of educational and cultural objectives. The success of an interpretive programme should not be judged solely on the basis of visitor attendance figures or revenue.

5.4 Interpretation and presentation should be an integral part of the conservation process, enhancing the public's awareness of specific conservation problems encountered at the site and explaining the efforts being taken to protect the site's physical integrity.

5.5 Any technical or technological elements selected to become a permanent part of a site's interpretive infrastructure should be designed and constructed in a manner that will ensure effective and regular maintenance.

5.6 Interpretive activities should aim to provide equitable and sustainable economic, social, and cultural benefits to the host community at all levels, through education, training, and the creation of economic opportunities. To that end, the training and employment of site interpreters from the host community should be encouraged.

Principle 6: Inclusiveness

The Interpretation and Presentation of cultural heritage sites must be the result of meaningful collaboration between heritage professionals, associated communities, and other stakeholders.

6.1 The multidisciplinary expertise of scholars, conservation experts, governmental authorities, site managers, tourism operators, and other professionals should be integrated in the formulation of interpretation and presentation programmes.

6.2 The traditional rights, responsibilities, and interests of property owners, nearby residents, and associated communities should be noted and respected in the planning of site interpretation and presentation programmes.

6.3 Plans for expansion or revision of interpretation and presentation programmes should be open for public comment and involvement. It is the right and responsibility of all to make their opinions and perspectives known.

6.4 Because the question of intellectual property and traditional cultural rights is especially relevant to the interpretation process and its expression in various communication media (such as on-site multimedia presentations, digital media, and printed materials), legal ownership and right to use images, texts, and other interpretive materials should be discussed and clarified in the planning process.

Principle 7: Research, Evaluation and Training

Continuing research, training, and evaluation are essential components of the interpretation of a cultural heritage site.

7.1 The interpretation of a cultural heritage site should not be considered to be completed with the completion of a specific interpretive infrastructure.

Continuing research and consultation are important to furthering the understanding and appreciation of a site's significance and should be integral elements in every heritage interpretation programme.

7.2 The interpretive programme and infrastructure should be designed and constructed in a way that ensures periodic content revision and/or expansion.

7.3 Interpretation and presentation programmes and their physical impact on a site should be continuously monitored and evaluated, and periodic changes made on the basis of both scientific and scholarly analysis and public feedback. Visitors and members of associated communities as well as heritage professionals should be involved in this evaluation process.

7.4 Every interpretation programme should be seen as an educational resource and its design should take into account its possible use in school curricula, communications and information media, special activities, events, and seasonal volunteer involvement.

7.5 The training of qualified professionals in the specialised fields of heritage interpretation and presentation, such as content creation, management, technology, guiding, and education, is a crucial objective. In addition, basic academic conservation programmes should include a component on interpretation and presentation in their courses of study.

7.6 On-site training programmes and courses should be developed with the objective of updating and informing heritage and interpretation staff of all

levels and associated and host communities of recent developments and innovations in the field.

7.7 International cooperation and sharing of experience are essential to developing and maintaining standards in interpretation methods and technologies. To that end, international conferences, workshops and exchanges of professional staff as well as national and regional meetings should be encouraged. These will provide an opportunity for the regular sharing of information about the diversity of interpretive approaches and experiences in various regions and cultures.

APPENDIX B: DEFINITIONS

Cultural Heritage

The World Heritage Convention (1972), included within the definition of “cultural heritage”:

- monuments: architectural works, works of monumental sculpture and painting, elements or structures of an archaeological nature, inscriptions, cave dwellings and combinations of features, which are of outstanding universal value from the point of view of history, art or science;

- groups of buildings: groups of separate or connected buildings which, because of their architecture, their homogeneity or their place in the landscape, are of outstanding universal value from the point of view of history, art or science;

- sites: works of man or the combined works of nature and man, and areas including archaeological sites which are of outstanding universal value from the historical, aesthetic, ethnological or anthropological point of view. (World Heritage Convention 1972)

The concept of heritage has evolved parallel to the developments in the policies and theories concerning heritage preservation. In the last decades, realization of new values associated with the works of the past has led to creation of new heritage categories. Appreciation of new values and new heritage categories has expanded the scope of heritage definition.

In 1999, ICOMOS International Cultural Tourism Charter explained the heritage concept as:

Heritage is a broad concept and includes the natural as well as the cultural environment. It encompasses landscapes, historic places,

sites and built environments, as well as biodiversity, collections, **past and continuing cultural practices, knowledge and living experiences** [emphasis added]. It records and expresses the long processes of historic development, forming the essence of diverse national, regional, indigenous and local identities and is an integral part of modern life(ICOMOS 1999).

In this study, the term “heritage” and “cultural heritage” is used with this understanding.

Cultural Heritage Definitions in the US

How cultural heritage sites are registered, and the terms used for designated places is different at different places. Therefore, the US system and terms used for designation will be briefly explained.

In the United States, the federal government system also reflects on the preservation system, in which federal, state, and local governments play different roles across the country. As each state has its own laws, preservation legislations and understandings are different at each state. Cultural heritage sites are “registered” by the federal government and “designated” by the local governments (state and city) with different purposes and by using different criteria. Registration and designations have different meanings as explained below.

A federal government agency, National Park Service under the Secretary of Interior, administers the “National Register of Historic Places Program” to identify and register historic properties. “National Register of Historic Places”, which is used interchangeable with the terms “National Register” or “Register”, is the program through which *historic properties* are registered by the federal government. Which properties are eligible for inclusion on the National Register was explained in the National Historic Preservation Act of

1966. According to the Act, National Register of Historic Places, which is “expanded and maintained” by the Secretary of Interior, includes “districts, sites, buildings, structures, and objects significant in American history, architecture, archaeology, engineering and culture” (N.H.P.A. 1966). In addition, the Act defines the terms “historic property” or “historic resource” as properties or resources “included in or eligible for inclusion on the National Register”:

“Historic property” or “historic resource” means any prehistoric or historic district, site, building, structure, or object included in, or eligible for inclusion on the National Register, including artifacts, records, and material remains related to such property or resource (N.H.P.A. 1966).

Federal registration is the national system for identification and registration of historic properties. It provides recognition, and is used as a planning tool. In Boston, the program was administered by the Boston Landmarks Commission, Boston’s city-wide historic preservation agency, in cooperation with the Massachusetts Historical Commission (MHC), the state historic preservation agency (Boston Landmarks Commission - (BLC) 2006).

The National Register does not limit or review private interventions to listed properties, unless they use federal funds. It does not necessitate state or federal permits or licenses either. Certain incentives and grants are provided for preservation of listed properties. Being listed in the National Register provides

- Recognition that a property is of significance to the Nation, the State, or the community,
- Consideration in the planning for Federal or federally assisted projects,

- Eligibility for Federal tax benefits,
- Qualification for Federal assistance for historic preservation, when funds are available (National Register of Historic Places 2006).

In order to be listed on the National Register, the properties are approved by the BLC, the MHC, and the National Parks Service (NPS). “In the case of district nomination, there is also a public process of notification, education, and opportunity for objection”(Boston Landmarks Commission - (BLC) 2006).

In addition to National Register, the Secretary of Interior administers the National Historic Landmarks Program. National Historic Landmarks are defined as “buildings, sites, districts, structures, and objects that have been determined by the Secretary of the Interior to be nationally significant in American history and culture.” The difference between National Register and National Historic Landmarks is explained by the National Park Service as follows:

Properties listed on the National Register are primarily of State and local significance. [However], Landmarks have been recognized by the Secretary of the Interior as possessing national significance. Nationally significant properties help us understand the history of the Nation and illustrate the nationwide impact of events or persons associated with the property, its architectural type or style, or information potential. A nationally significant property is of exceptional value in representing or illustrating an important theme in the history of the Nation. All National Historic Landmarks are included in the National Register which is the official list of the Nation's historic properties worthy of preservation. Landmarks constitute more than 2300 of almost 76,000 entries in the National Register; the others are of State and local significance. (National Historic Landmarks Program 2006)

Sites included in the legislation of the Boston National Historical Park are National Historic Landmarks because of their national significance. They are also individually listed on the National Register of Historic Places.

Besides, they are included in the National Park System; because, they “(1) “possess nationally significant natural or cultural resources”; (2) are “suitable” and (3) “feasible addition[s] to the system”; and (4) “require direct NPS management, instead of alternative protection by other public agencies or the private sector.” Indeed, “the most outstanding examples of the [America’s] natural and cultural resources” are included in the National Park System (see the Appendix: The National Park System). (NPS 2001)

Finally, these sites are designated as Boston Landmarks by the local government, the City of Boston. The Boston Landmarks Commission (BLC) identifies and designates historic properties. A designated landmark is defined by BLC as “a property (or a district comprised of multiple properties) with historic, social, cultural, architectural or aesthetic significance to the City and the Commonwealth, the New England region, or the nation.” Unlike federal registration, any changes to designated landmarks have to be reviewed and approved by BLC. However, this review process is limited, since “[m]ost Boston Landmarks are designated for exterior review only, for the building(s) and the property. Landmark designation does not regulate use or occupancy.”(Boston Landmarks Commission - (BLC) 2006)

APPENDIX C: SITES OF BOSTON NATIONAL HISTORICAL PARK

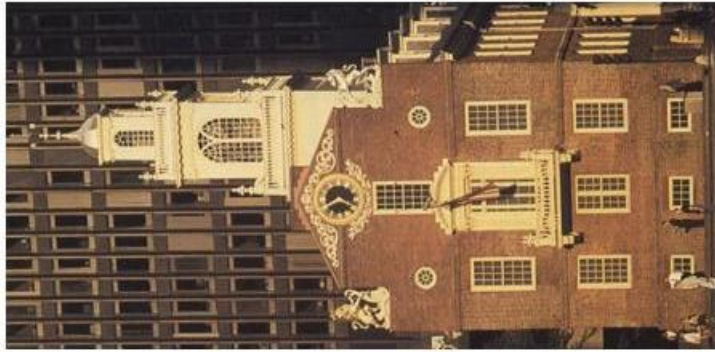
OLD SOUTH MEETING HOUSE



Picture: NPS, 1998, p.85.
References: 1: Frost, Booth, et al. 1998; 2: NPS, 1998; 3: Service, 2002; 5: NPS, 1980.

<p>Construction Date</p> <p>1729 (1,3)</p>	<p>Major Changes</p> <p>The roof caught fire in 1810 (1). In 1783 interior furnishings were reinstalled"(5,p.87).Restored in 1947- Restored in 1995-1997 (5).</p>
<p>Architect</p> <p>Josiah Blanchard (a mason)(1)</p>	<p>Historical Events</p> <p>1773 meeting about the British tax on tea, which led to a historical event called Boston Tea Party (1,2,3) Used by British troops as a riding school in 1775 (2).</p>
<p>Owned and managed by</p> <p>Old South Association</p>	<p>People Associated</p> <p>Phillis Wheatley, Benjamin Franklin, Samuel Sewall, Wendell Phillips, Samuel Adams, Thomas Prince, John Winthrop, Edmund Andros (5).</p>
<p>Registration Status</p> <p>National Register & National Hist. Landmark</p>	<p>Significance</p> <p>"among the very few prerevolutionary meeting houses still standing" and "the most intact brick example of this type of Congregationalist meeting house in America" (5, p:87)"Boston's second oldest church, and a model for much colonial ecclesiastical architecture"(1). "Until 1805, it was Boston's biggest building and the meeting hall"(2).</p>
<p>Original Use</p> <p>A church and a meeting house</p>	
<p>Current Use</p> <p>Museum (educational, memorial and religious uses)</p>	

OLD STATE HOUSE



Picture: NPS, 1998, p:85.
 References: 1: Frost, Booth, et al. 1998; 2: NPS, 1998; 3: Service, "LRIP",2002.

<p>Construction Date 1713 (1,2,3)</p>	<p>Major Changes</p> <p>The roof caught fire in 1810 (1). "Recently renovated with assistance from the NPS" (3).</p>
<p>Architect</p> <p>Not known (1)</p>	<p>Historical Events</p> <p>1773 meeting about the British tax on tea, which led to a historical event called Boston Tea Party (1,2,3). Used by British troops as riding school (2).</p>
<p>Owner</p> <p>Bostonian Society</p>	<p>People Associated</p> <p>Slave-poet Phillis Wheatley, the first African-American to publish a book of poems and Ben Franklin(3).</p>
<p>Registration Status</p> <p>National Register & National Hist. Landmark & BLC</p>	<p>Significance</p> <p>"Boston's second oldest church, and a model for much colonial ecclesiastical architecture"(1). "Until 1805(when Faneuil Hall was enlarged), it was Boston's biggest building and the meeting hall for large events"(2).</p>
<p>Original Use</p> <p>State House</p>	
<p>Current Use</p> <p>Museum</p>	

PAUL REVERE'S HOUSE

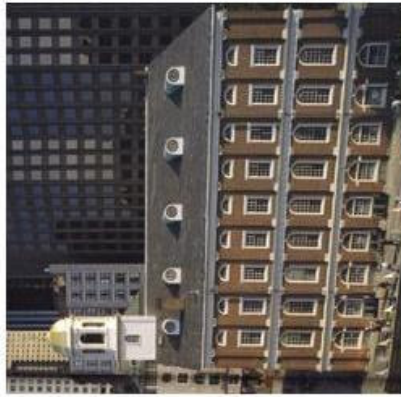


Typical of seventeenth-century Massachusetts architecture (English Medieval style)(1,p.54)

Picture: NPS, 1998, p.89.
References: 1: Frost, Booth, et al. 1998; 2: NPS, 1998; 3: Service, "LRIP", 2002; 4: B.S.A., 1976.

<p>Construction Date</p> <p>about 1680 (1,2,3)</p>	<p>Major Changes</p> <p>A third story was added. "During 1907-1909 the building was restored to its probable 1676 appearance" (1).</p>
<p>Architect</p> <p>unknown</p>	<p>Historical Events</p> <p>Paul Revere's midnight ride during American Revolution (1). "In the 19th century, the house and adjacent Pierce-Hitchborn House were both tenements, serving the flux of immigrants" (2).</p>
<p>Owner</p> <p>The Paul Revere Memorial Association</p>	<p>People Associated</p> <p>Paul Revere (1).</p>
<p>Registration Status</p> <p>National Register</p>	<p>Significance</p> <p>"the only seventeenth-century wooden house dwelling still standing in any major American city"(R1, p.52). "The oldest house in downtown Boston...an historic centerpiece of the engagingly old world North End [district]"(2).</p>
<p>Original Use</p> <p>House (It was used for a number of different purposes, including a cigar factory and bank(4)</p>	<p>Current Use</p> <p>House Museum</p>

FANEUIL HALL



Pictures: Above: Linden, 2005, p.29.
 Below: Ibid, p.27. References: 1: Frost, Booth, et al. 1998; 2: NPS, 1998; 3: Service, "LRIP" 2002.

<p>Construction Date</p> <p>1742 (1,2,3)</p>	<p>Major Changes</p> <p>rebuilt in 1762...enlarged and modified (the third floor was added) in 1805-06 by Charles Bulfinch (1, p: 47; 2, 3).</p>
<p>Architect</p> <p>J. Blanchard, enlarged by Charles Bulfinch(2)</p>	<p>Historical Events</p> <p>Town Hall meetings in the years before the Revolutionary War (1), 1960 John F Kennedy's speech for his presidential campaign (1).</p>
<p>Owner</p> <p>The City Of Boston</p>	<p>People Associated</p> <p>James Otis, Sam Adams (Revolution), speakers Susan Anthony, Frederic Douglas, and John F. Kennedy (1)...</p>
<p>Registration</p> <p>National Register & National Hist. Landmark & BLC</p>	<p>Significance</p> <p>Historical value(1).</p>
<p>Original Use</p> <p>A market place and a meeting hall</p>	
<p>Current Use</p> <p>A market place and a multi purpose hall</p>	

OLD NORTH CHURCH (CHRIST CHURCH)



Pictures: Above: Linden, 2005, p.35.
 Below: Ibid, p.37. References: 1: Frost, Booth, et al. 1998; 2: NPS, 1998; 3: Service, "LRIP" 2002; 4: B.S.A., 1976; 5: NPS, "GMP", 1980.

<p>Construction Date 1723 (1)</p>	<p>Major Changes The steeple was redesigned by Bulfinch. In 1954, the first one was reproduced.</p>
<p>Architect William Price (1)</p>	<p>Historical Events During American Revolution, "the Church sexton, Robert Newman, was a friend of Revere and shone the lanterns on the night of April 17, 1775, thus alerting the Charlestown rebels of the British intention to cross over to their shore"(1, p.61).</p>
<p>Owner Christ Church Corporation (5)</p>	<p>People Associated President Gerald Ford / Prince Philip accompanied Queen Elizabeth... visited the church (1).</p>
<p>Registration National Register & National Hist. Landmark</p>	<p>Significance The oldest church building in Boston and still an active Episcopal church (1,2,3,4)</p>
<p>Original Use Church</p>	
<p>Current Use Church</p>	

CHARLESTOWN NAVY YARD



Picture: NPS, 1998, p.91.
References: 1: Frost, Booth, et al. 1998; 2: NPS, 1998.

<p>Construction Date 1797 (1,2)</p>	<p>Major Changes The area was partially rehabilitated in the 1970s.</p>
<p>Architect NA</p>	<p>Historical Events Used during WWII for building and repairing ships (1). In the 1950s USS Cassin Young, maintained as a popular visitation site (2).</p>
<p>Owner The Federal Government</p>	<p>People Associated NA</p>
<p>Registration National Register & National Hist. Landmark</p>	<p>Significance It is "one of the first naval yards in America." (2).</p>
<p>Original Use Naval shipyard</p>	
<p>Current Use Museum</p>	

BUNKER HILL BATTLEFIELD AND MONUMENT



Pictures: Above: Linden, 2005, p.41.
 Below: NPS, 1998, p.91. References: 1: Frost, Booth, et al. 1998; 2: NPS, 1998; 5: NPS, "GMP", 1980.

Construction Date	1825-1842 (1)	Major Changes	It is recently being rehabilitated (in 2006).
Architect	Solomon Willard (5)	Historical Events	The Battle of Bunker Hill in the American Revolution (2,5).
Owner	The Federal Government	People Associated	NA
Registration	National Register	Significance	221 foot granite obelisk and a lodge (2, 5). "The first major monument in America" (5, p.46).
Original Use	NA		
Current Use	Monument (exhibits)		

DORCHESTER HEIGHTS



Battlefield and a monument
(American Revolution)

References: 6: NPS, 2006,
<http://www.nps.gov/archive/bost/Dorchester_Heights.htm>

Construction Date
The monument was built in 1898

Architect
Peabody and Stearns

Owner
The Federal Government

Registration
National Register

Original Use
NA

Current Use
National Park

Major Changes
After 1804, some part of the hill was lowered to obtain raw material. In 1898, the monument was built (6).

Historical Events
1776 victory of Americans: "On March 4, 1776, colonial militia and local volunteers stealthily fortified the summit of Dorchester Heights" The army improved the fortifications and again stationed troops on Dorchester Heights during the War of 1812". (6)

People Associated
NA

Significance
"Its historical significance and the development of the surrounding community vividly reflect the history and growth of the city of Boston. With the fortification of its summit in 1776, Dorchester Heights contributed significantly to one of Boston's major victories" (6).

**APPENDIX D: ISSUES IN THE LONG RANGE INTERPRETIVE PLAN
OF THE BOSTON NATIONAL HISTORICAL PARK**

<i>Current Situation & Concerns: Freedom Trail</i>	<i>Recommendations</i>
<i>Pre-Visit Information Resources Available to Visitors</i>	
<p>the sites (by phone and by mail), tour books, friends, relatives, other attractions in the area, park website, which offers basic information and a virtual tour of the freedom trail. Pre-visit and post-visit information can be purchased from the website of the Eastern National. Concerns: little collective marketing is done by the sites.</p>	<p>continue with providing info by phone and by mail</p> <p>provide a training session "for employees of local hotels, conference center, info. kiosks, or other tourist attractions."</p> <p>incorporate Boston NHP info into tourism and marketing materials by working with the city, state, and Freedom Trail Foundation.</p> <p>develop a press-packet that can be sent to guidebook publishers or the media; distribute copies of the official NPS Map and Guide brochure to the park sites and to orientation centers in the Boston area</p> <p>improve the website by providing links to all the sites' web pages and other thematically related websites, by providing an introduction to all park themes, including safety and accessibility information</p>

Figure 38 Pre-visit information resources available to visitors

<i>Current Situation & Concerns: Freedom Trail</i>	<i>Recommendations</i>
Arrival and Orientation	
<i>Concerns:</i> Little information is available to help visitors find the park. Visitors do not experience the park as a whole. Parking and accessing the sites is a problem.	put directions and parking info on the website; develop welcome signs ----- develop a combined entrance ticket, ----- develop more consistent signs,
Commercial Tours	
"Many visitors ... are on a commercial tour such as a trolley tour, walking tour, bus tour, or boat tour". <i>Concerns:</i> Parking and accessing the sites is a problem.	work with tour operators and tour guides to inform them about the park; develop a brochure for tour guides and operators about how to visit the park; develop a rack card, including an introduction to the park and its themes, to distribute to visitors
Publications	
NPS Maps and Guides... Various publications about the sites... NPS produced brochures... A variety of bulletins... <i>Concerns:</i> "These publications have no common style".	revise the Official Map and Guide and the National Parks Index to reflect the park themes"; develop a key to differentiate the federal sites on the Boston NPS map" " develop one standart look for all park publications; promote distribution of existing site bulletins", and review existing texts; " develop a monthly Boston NHP - wide guide to the park.. [make it] available as a site bulletin". " develop a gateway publication" " develop a park-wide guide to accessible facilities"; work with Eastern National to develop publications reflecting different perspectives, etc.", work with EN to translate Freedom Trail to other languages; develop additional trail guides on different themes; develop children's publications.

Figure 39 Arrival and orientation of visitors as well as commercial tours and publications

<i>Current Situation & Concerns: Freedom Trail</i>	<i>Recommendations</i>
<i>Arrival and Orientation</i>	
<i>Concerns:</i> Little information is available to help visitors find the park. Visitors do not experience the park as a whole. Parking and accessing the sites is a problem.	put directions and parking info on the website; develop welcome signs develop a combined entrance ticket, develop more consistent signs,
<i>Commercial Tours</i>	
"Many visitors ... are on a commercial tour such as a trolley tour, walking tour, bus tour, or boat tour". <i>Concerns:</i> Parking and accessing the sites is a problem.	work with tour operators and tour guides to inform them about the park; develop a brochure for tour guides and operators about how to visit the park; develop a rack card, including an introduction to the park and its themes, to distribute to visitors
<i>Publications</i>	
NPS Maps and Guides... Various publications about the sites... NPS produced brochures... A variety of bulletins... <i>Concerns:</i> "These publications have no common style".	revise the Official Map and Guide and the National Parks Index to reflect the park themes"; develop a key to differentiate the federal sites on the Boston NPS map" " develop one standart look for all park publications; promote distribution of existing site bulletins", and review existing texts; " develop a monthly Boston NHP - wide guide to the park.. [make it] available as a site bulletin". " develop a gateway publication" " develop a park-wide guide to accessible facilities"; work with Eastern National to develop publications reflecting different perspectives, etc.", work with EN to translate Freedom Trail to other languages; develop additional trail guides on different themes; develop children's publications.

Figure 40 The visitor centers, and Old South Meeting House

<i>Current Situation & Concerns: Freedom Trail</i>	<i>Recommendations</i>
Old State House:	
Construction date and use... Historical significance: Boston Massacre site... Operator ... Interpretation: permanent exhibits, which were rehabilitated in 1992 by the NPS.	nothing mentioned
Faneuil Hall:	
Construction and enlargement date... Past and current uses... Interpretation: Exhibits and an information desk on the ground floor... NPS rangers on the second floor- talks... Concerns: "A visitor to the retail area may not know that a NPS interpreter is available upstairs". "When the meeting room is booked private functions, it is hard to provide interpretation".	To increase the potential of the site: Develop a wayside exhibit panel, station a ranger outside, place a big sign outside to invite visitors upstairs. Change the exhibits focusing on archaeology and architecture with exhibits about the changing meanings of liberty. Revise the existing brochure to reflect the park themes. Promote other sites, develop living history programs. When Faneuil Hall is closed, provide presentations outside.
Paul Revere House:	
Construction date... Significance: the oldest house in downtown Boston... Historical significance: 1770-1800 Paul Revere-massacre engraving and ride... Owner and operator... Interpretation: tours, illustrated text panels, museum interpreters, interactive educational programs, special tours, outreach programs, teacher workshops, special public programs... Admission charge...	nothing mentioned

Figure 41 The Old State House, Faneuil Hall, and Paul Revere House

<i>Current Situation & Concerns: Freedom Trail</i>	<i>Recommendations</i>
<i>Old North Church</i>	
<p>Construction date... Significance: City's oldest standing church. Historical significance: lanterns were hung to warn Charlestown. Interpretation: Docents are available to provide information to visitors.</p>	nothing mentioned
<i>Charlestown Navy Yard:</i>	
<p>Historical development: Establishment of the Yard...Peak operation during WW II...Becoming part of Boston NHP in 1974. Interpretation: the museum, operated by a private foundation, provides exhibits, educational programs, publications and outreach activities. <i>Concerns:</i> Walking across the bridge to Charlestown is unattractive. The continuity of visitor experience is broken. Interpretation at Charlestown Navy Yard is not a cohesive experience. There is orientation problem. Certain park areas have been closed or restricted to the public after Sept 11.</p>	<p>Work with the City to improve the bridge, Develop interpretive wayside exhibits along the bridge, Encourage development of a water shuttle between North End and Charlestown, Develop and install wayside exhibits at the entrances to the Yard, Develop better signage to indicate which buildings open to public, Indicate building's former functions, Isolate the Navy functions from other facilities.</p>

Figure 42 The Old North Church and Charlestown Navy Yard

<i>Current Situation & Concerns: Freedom Trail</i>	<i>Recommendations</i>
Charlestown Navy Yard Visitor Center:	
<p>Description: A combined lobby, information desk, and a sales outlet. <i>Concerns:</i> "There is minimal exhibitry and no thematic interpretation". "An outdated film on the Navy Yard and a film on kamikazee attacks on USS Cassin Young are available on request". "The visitor center does not do a good job of orienting visitors to the Charlestown Navy Yard or park themes."</p>	<p>Provide visitor contact area, sales area, audiovisual space, exhibits, restrooms, staff and storage space in the new visitor center. Develop self guided tours in addition to guided tours.</p>
<p>"The Whites of Their Eyes, a 20- minute mixed audio visual production, which provides an overview of the Battle of Bunker Hill. <i>Concern:</i> "it does not provide the broader context of American Revolution. ...the location of its showing is not convenient."</p>	<p>Nothing mentioned</p>
<p>"Serving the fleet, an exhibit located in the building 125, ... focuses on technological processes and innovations of Charlestown Navy Yard. <i>Concern:</i> "Building 125 is ...away from other attractions... There is little information promoting availability of this exhibit"</p>	<p>Move this exhibit to the new visitor center. Develop audio tours, support park themes, rather than be an architecture and shipbuilding tour. Provide living history presentations, costumed interpreters, etc.</p>
<p>Cassin Young, a navy ship, interpreted in the Yard. <i>Concerns:</i> "[T]here is no physical orientation offered year round on the ship's history, on its relationship to the yard". Although the USS Cassin Young is a World War II destroyer, it is currently in its Korean War configuration.</p>	<p>Furnish the ship as in the 1950's. Introduce themes with the exhibits.</p>

Figure 43 The Charlestown Visitor Center

<i>Current Situation & Concerns: Freedom Trail</i>	<i>Recommendations</i>
<i>Bunker Hill Monument:</i>	
<p>Historic significance: Commemorates the first major battle, 1775. Physical description: small exhibit room, a small bookstore. A new museum is currently being planned held in conjunction with the community. Interpretation: Historical talks during the summer and on request...musket firing demonstrations...living history demonstrations during special event weekends...<i>Concerns:</i> dated "temporary" exhibits about the battle</p>	<p>"The lodge building will be returned to its 19th century appearance" and will be used for interpretive talks. The museum should tell a portion of the theme 1. "The museum will provide the context for the events leading up to the battle, ..tell the story of the battle...,of the Monument, of the Charlestown community..", meet visitor needs (restrooms, etc.). Develop "wayside exhibits to help visitors imagine the landscape". Make sure that "weapon demonstrations, colonial reenactments and craft demonstrations [are] relevant to the themes". Campaign about responsible dog ownership</p>
<i>Dorchester Heights Monument</i>	
<p>Historical significance: British evacuation, 1776. <i>Concerns:</i> Open to public only during summers and on limited hours and days...</p>	<p>Install wayside exhibits, Provide interpreters and reenactors, who will support park themes, Campaign about responsible dog ownership</p>

Figure 44 The Bunker Hill Monument and Dorchester Heights Monument

<i>Current Situation: Outreach and Education</i>	<i>Recommendations</i>
Special Events	
Approxiametly 500 special events per year...Concern: " There is no one place where visitors can pick up a list of events offered at all the sites."	"For large special events, do a uniformed staff introduction,... have as many uniformed staff as possible..., encourage veteran and reunion groups to visit the sites..., promote more theme related events".
Community outreach	
Nothing mentioned	" increase the park profile with the relevant Chamber of Commerce and Tourism Departments, develop a collaborative Boston NHP presence for community events, develop public service announcement (radio, media,..) to attract local residents, ... encourage articles in non-NPS publicatons, .. give lunchtime programs... encourage residents ro return for repeat exhibits..."
Education Programs	
" Since 1984...free curriculum-based educational programs that introduce Boston students to the city's history." <i>Concerns:</i> " Despite the availability of organized curriculum-based education programs, school groups still arrive unannounced. These groups frequently exceed the carrying capacity of the structures and facilities, overwhelm staff, and are unprepared for a quality experience."	"...[c] ontinue to provide curriculum-based educational programming. ... develop an education plan tied to the themes", "... consult with local teachers and school districts". Revise the Junior Ranger program to reflect park themes.

Figure 45 Outreach and education: special events, community outreach, education programs

<i>Current Situation: Outreach and Education</i>	<i>Recommendations</i>
Staffing	
<p>21 staff, and 23 seasonal park rangers. "Each privately owned site has its own staff". <i>Concerns:</i> "There is not enough communication between professional researchers and interpreters".</p>	<p>Increase the interpretation and education staff. Hire a diverse staff. Hire "employees with other language skills". "Encourage the Freedom Trail Foundation to get interpreters that speak other languages".</p>
Research	
<p><i>Concerns:</i> " the NPS staff does not have enough time to do research or keep up-to-date on current historical thought".</p>	<p>A visiting scholar could conduct research on some research subjects identified in the plan.</p>
Training	
<p>"New NPS interpretive curriculum has had a direct impact on improving the quality of interpretive programs". <i>Concerns:</i> "There is no cross training available among sites".</p>	<p>Provide training and evaluation on an ongoing basis. "All NPS interpreters should participate in Interpretive Development Program". "Provide interpretive training.. to the trolley company guides".</p>
Library and Collections	
<p>"The NPS has a large collection". <i>Concerns:</i> "The collections and libraries are underutilized".</p>	<p>"NPS needs the assistance of a curator and an archivist to help assess and utilize the collection of the NPS...to assist the individual sites with their collections". "...create a finding aid to the collections of the Boston NHP, put [NPS] library on PROCITE"...</p>

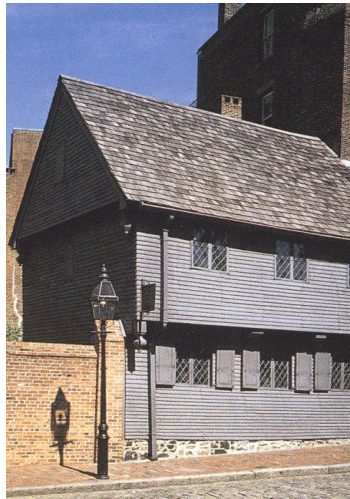
Figure 46 Outreach and education: staffing, research, training, library and collections

**APPENDIX E: MANAGEMENT DECISIONS ABOUT THE
INTERPRETATION OF OLD SOUTH MEETING HOUSE AND PAUL
REVERE HOUSE**

<p>OLD SOUTH MEETING HOUSE</p>		<p>Management Plan Decisions</p> <p>Preservation Design and install a coherent interior to a documentable period. Exterior preservation of all existing aspects. Adaptive use of basement. Reinforce the steeple..Install a new stair to basement level to accommodate public access</p> <p>Maintenance: Routine - OSA / Scheduled - NPS</p> <p>Management: Onsite operations - OSA / Overall building - NPS / OSA</p> <p>Protection: Intrusion and fire detection systems - NPS / External surveillance - City of Boston / Operations security personnel - OSA / NPS</p>	<p>Themes</p>
	<p>Interpretation</p> <p>Freedom trail - self-guiding tour (NPS)</p> <p>From outside - guided tour by park rangers - period themes (NPS)</p> <p>Entry - information/orientation exhibit, publications (OSA)</p> <p>Sanctuary - interpretive talks, interactive multimedia exhibition (all themes), historical figures, audio exhibition, photograph exhibition (restoration in 1995-1997),</p>	<p>Site Themes:</p> <p>the history of the building site / the history of the earlier building / a location for Boston town meetings / association with events of the American Revolution / preservation efforts, led by citizens in Boston and across the US / publication of the leaflet series (historical texts) / famous events and personages associated with the site / the structural history of the building / the continued changes and preservation /</p> <p>Period Themes:</p> <p>its role during the American Revolution: town meetings that led to certain historical events / the role of important historical figures / ideals of equality, freedom of speech, assembly, representation, and civil action, and impact of the Boston Tea Party</p> <p>Universal Theme:</p> <p>free speech</p>	

Reference: Boston NHP General Management Plan (NPS, 1980)

PAUL REVERE HOUSE



Picture: NPS, 1998, p.89.
Reference: NPS, Boston NHP General Management Plan, 1980

GMP Decisions

Preservation: Preserve exterior and interior

Maintenance: Routine maintenance: PRMA / Scheduled Maintenance: PRMA / NPS

Management: PRMA

Protection: external surveillance - city of Boston / fire and security systems - NPS / PRMA

Interpretation

Freedom trail -self-guiding interpretation (NPS)

From outside: guided tour by park rangers - period themes (NPS)

Entry kiosk: Information /orientation/personal services, publications

First and Second Floors: S/P/U Themes / illustrated text panels, personal services, temporary exhibit, interactive educational programs, special tours, teacher workshops/ living history programs, lectures North Square: wayside exhibit - P theme

Themes

Site Themes:

1-Only building survived from 17th century Boston

only example of timber row house construction from 17th century restoration is a reflection of earliest objectives of the preservation movement.

2- Revere as a person - his family

3- neighborhood: its growth and changing nature over 350 years

Period Themes:

Revere's activities during American Revolution / Paul Revere's personality and character

Universal Themes:

Paul Revere as an ordinary 18th century Bostonian / personal commitment to become politically involved - a timeless dilemma. Paul Revere as a craftsman - ideals of skill and workmanship