

interpretive prospectus

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# SALEM MARITIME

NATIONAL HISTORIC SITE / MASSACHUSETTS



INTERPRETIVE PROSPECTUS

# SALEM MARITIME

NATIONAL HISTORIC SITE

UNITED STATES DEPARTMENT OF THE INTERIOR / NATIONAL PARK SERVICE

*"God performed no miracle on the New England  
soil. He gave the sea . . . ."*

*– Samuel Eliot Morison*

*"Religion and climate, soil and sea,  
here brewed of mixed stock a new people."*

*– Samuel Eliot Morison*

*"Maintenance can be interpretive."*

*– Nathan B. Golub*

*"The past is the present and the future too."*

*– Eugene O'Neill*

*"To me the sea is a continual miracle."*

– *Walt Whitman*

*"All I ask is a tall ship and a star to  
steer her by."*

– *John Masefield*

*"I must go down to the seas again, to the  
lonely sea and the sky."*

– *John Masefield*

*"They that go down to the sea in ships, that  
do business in great waters; these see  
the works of the Lord, and His wonders  
in the deep."*

– *The Bible*

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## S U M M A R Y

This prospectus aims at tying the physical features of the site more closely to the sea. Emphasis is on recreating the atmosphere and paraphernalia of Salem's great days as a world port. The visitor facility should be removed from the Custom House and transferred to the Naval Reserve Training Center. Interpretive features on Derby Wharf should dominate the interpretive presentation (just as the historic structures on Derby Street do now). Reconstructed warehouses on the wharf will permit an opportunity to recapture the sights and smells of trading days of both the Revolutionary War period and the East India trade years and provide an opportunity for developing the significance of this trade. A full-scale reproduction of a sailing vessel of the Revolutionary era will provide a feature that, more than any other, will keynote the park theme, establish a focal point of visitor interest, and provide the one item that is directly associated with the sea. Costumed demonstrations in the warehouses, on the wharf, and aboard ship will add to visitor understanding of the maritime theme.

Efforts will be made, both within the park and in adjacent neighboring areas, in cooperation with the city, to maintain a historic atmosphere or environmental setting suggestive of Salem's heyday as a world port.

The various historic structures in the park will reinforce aspects of the maritime theme and the subordinate architectural and literary themes. The Custom House will be selectively refurnished to feature the revenue-collecting function and its importance to national history, and to present the Hawthorne (literary) theme. The Scale House and the Bonded Warehouse, selectively refurnished, will feature the weighing and storage functions, respectively, of the Customs Service. The Elias Derby House, refurnished, will reflect the way of life of a leading shipbuilder-merchant in 1775 and, as reflected in later additions, of his successor of the early 1800's. The present "Rum Shop" (antique store) will be operated as a West India Goods Store to reflect another portion of Salem's trade. The Hawkes House and the Narbonne House will be exterior restorations that add to the historic setting. These buildings can be interpreted from the outside to reflect both the maritime and architectural themes, but would not be open to the public except by special arrangement.

As one of the 20-odd Service Revolutionary War Bicentennial areas, Salem Maritime would stress Revolutionary connections (privateering, the search for new worldwide markets, independence in trade, etc.) during the years of the celebration (1975-1987), both onsite and off.

## INTERPRETIVE THRUST STATEMENT

Spanning a period of two and one-half centuries, the story of maritime Salem is a stirring saga of men against the sea. This is the story of merchant adventurers and mariners whose enterprise and daring transformed a tiny, uncertain settlement into a major international seaport.

During the American Revolution, Salem was the leading privateering port and as such greatly aided the colonial effort for independence. Again in the War of 1812 the cause of the young Republic was furthered by Salem privateers. Between the two wars and after, Salem merchants helped make America a great nation. Their ships opened new trade routes, their cargoes brought needed money to the Federal treasury, and their capital contributed to the beginning of America's industrial might. Indeed, their achievements and contributions to our national development have withstood the erosion of time, and merit commemoration for the benefit of present and future generations.

## INTERPRETIVE OBJECTIVES

Interpretive programs for Salem Maritime National Historic Site should be recast to reflect the twin objectives of relevance and significance. For too long the site has focused onto the land – inwardly toward structures, architecture, furnishings, and the like. Now, it must cast its glance toward the sea and those great days when sailing vessels and worldwide trade and privateering and shipbuilding and customs collections made Salem one of the world's most important ports. Despite its stellar role in the early maritime history of the Nation, Salem's story must always be read in the larger context of all the ports and all the ships that the fledgling country built and sailed to Madagascar, Zanzibar, Cayenne, Bombay, Madras, Calcutta, and so many other exotic places across the seas.

The relevance of the site to people today is based on the theme of interdependence in the maritime environment (people with resources, people with one another, peoples with peoples, people with government). Because of Salem's situation and resources, man here depended on the sea. Morison put it succinctly for Salem and her sister ports: "God performed no miracle on the New England soil. He gave the sea . . ." As time passed the efforts of almost everyone in the



community (and in most seaport communities) were needed to support the specialized maritime activity of foreign trade/shipping; and almost everyone made their living from it. This activity also brought about a relationship between people here and people on the other side of the world. (Is it possible that New England is the least isolationist part of the Nation because for over 200 years it has had the most contact with peoples of other lands?) The interdependence theme also reveals itself at home where the Federal Government and private individuals depended on one another in war (the privateers) and in peace (revenues for keeping the machinery of government going). All of these points of interdependence have relevance today and the themes should play a strong part in the development of the park's interpretive programs.

A clear understanding of the significance of the site to the Nation's history must also be imparted. This has to do with the contribution of private citizens and private enterprise to public good or Federal Government. It is reflected in the impact of Salem's foreign trade, which reached its height at the strategic time when the United States was "an emerging nation." Customs revenues aided the Federal budget; indeed, without these revenues it is hard to imagine how the new Government under the Constitution could have survived financially. The prestige which the ships of Salem and its sister ports brought to the fledgling Nation in their contact with foreign ports and peoples is hard to gauge precisely, but was important in the young country's image-building process. The profits from this trade helped provide a livelihood for many not directly engaged in the operations; and, invested in new industries, helped promote America's industrial revolution. Important, too, was the contribution of Salem privateers to the conduct of war at sea, particularly in the Revolution, but also in the War of 1812.

The significance of the site as a part of historic Salem that tourists visit rests in its distinction as the sole commercial shipping site accessible to visitors in Salem, most of whose other attractions grew out of shipping.

The significance within the National Park System revolves around the fact that it is the sole site in the System commemorating the maritime economic history of the United States. This strongly suggests that the park's interpretive programs pay homage to that total history represented in the preservation of the site at Salem.

In addition, there should be more emphasis on trade in regard to privateering and customs operations. Visitors should be made aware that trade was more complex than just the transportation of goods. Also the patterns of trade were very closely connected with environmental factors (i.e., climate and distribution of natural resources).

## TODAY AND TOMORROW

Now, basically, the park offers an information-sales facility, a dated museum, and an indifferent audiovisual program in a structure (the Custom House) not readily adaptable to such use; partial refurbishing of the Custom House (most successfully with the "Hawthorne Room"); the cupola, suitable for interpreting the environment to groups of limited size; a furnished structure in the Derby House; the Scale House with its impressive scales; the Bonded Warehouse, partially furnished to suggest its use; an exterior restoration of the Hawkes House; and several wayside exhibits that only begin to suggest the activities that made Salem one of the world's great ports. Add to this an intrusive parking lot, next to nothing on Derby Wharf, and some incompatible activities on Central Wharf (the Navy's facilities), and the picture is nearly complete. Personal contact, wherein the interpreters provide services and programs which can make the maritime story live for visitors who take the time to participate, has been highly successful, but cannot reach the vast majority of visitors.

What should spell all the excitement of Salem Maritime, tends to add up to a land-based, formal, unimaginative, unexciting approach to the subject. What is needed is a thrust toward the sea, an attempt to revive the color, sights, smells, sounds, and reality of Salem as seaport, ship builder, privateering center, and an active, bustling trade depot. That, essentially, is the mission of this document.

## THE HISTORIC ENVIRONMENT

The master plan and the interpretive prospectus both aim at fostering in the park and its surroundings an atmosphere as much in keeping as possible with the heyday of Salem's maritime activities. The word "atmosphere" is stressed because it would be impractical, probably impossible, to return the site and its neighbors back to any one point in time. Flavor is the much-sought ingredient. Such things as removal of the intrusive parking lot, placement of overhead wiring underground, use of cobblestones or paving block on the streets, possible closing of the street to vehicles — these things can do much to enhance the setting of the park. Close cooperation should be undertaken with the City of Salem to ensure the preservation of the historic structures on Derby Street west of the park, and to promote compatible development of structures along Kosciusko Street to the east.

## THE INTERPRETIVE PROGRAMS

### THE REVOLUTIONARY WAR BICENTENNIAL

Salem Maritime National Historic Site has been designated as one of about 22 Bicentennial areas in the National Park System. As such, its interpretive programs, both on site and off, should stress during the upcoming years (1975-1987) those aspects of the park story that are closely allied to the fight for independence and development of a new nation. Many of the proposed developments can do this, but extra efforts should be made in personal services during the Bicentennial years. The Bicentennial films that the National Park Service will prepare can be shown on site and off. The park can also expect to receive some of the special traveling exhibits being readied for the celebration and to stock some of the Bicentennial publications that will be issued for the event. Such materials should highlight sea-oriented aspects of the Revolutionary era, as well as land-based battles, to be relevant to this park.

### THE CITY TOUR

The park is currently stop number one on the official tour of historic sites ("The Salem Historic Trail") in the City of Salem. As such, the park has an excellent opportunity to set the tone for the tour and to provide orientation and information for it. A tour-bus system should be urged in the City of Salem to lessen traffic and parking problems for both the park and the city.

### THE VISITOR FACILITY

A key to the effective interpretive development of the park is getting the information, orientation, sales, and introductory interpretation out of the Custom House and into a facility better located to provide these important elements. The present Naval Reserve Training Center on Central Wharf would make a good visitor facility for the park. Trimmed of its excess wings and with parking located behind it, the building should function well. (The present intrusive parking lot can be eliminated.) Visitors enter this structure for their introduction to the park story. It will contain restrooms. (See section under Warehouses for alternate visitor facility suggestion.) Located here, orientation would be where it should be — where the sea can be seen, along with the wharf, warehouses, and ships.

#### Information/Orientation

The lobby area of the structure will have an information-sales counter. If possible, it should also have a small rest area with tastefully selected furniture, nautically

flavored. A view window looking across to Derby Wharf and the sea beyond is also in order. In connection with the information desk, a random-select-slide unit should be installed for use by the attendant. Since this is the first stop on "The Salem Historic Tour," the attendant can use the device to answer questions about the town tour, as well as about the park tour. The park minifolder would be dispensed here, as well as the "Historic Salem" folder. The Salem tour should be tied to the maritime theme and this can be reflected in the random-select-slide unit setup. The Salem Chamber of Commerce should be asked to revise the "Historic Salem" folder to reflect the maritime theme. A public address system is needed in the visitor facility. Sea chanties might be played in the lobby area at selected periods. The capability of starting the audiovisual program in the auditorium from the information desk should be built into the specifications. However, the park is anxious to ensure a live introduction for the AV presentation and would expect to use this convenience only in emergencies. (The park at present has no information desk in its interpretive facility and is intrigued with the idea that one may not be needed in the proposed facility.)

#### **Exhibits**

No museum as such is planned, but a number of items could be placed in the lobby area or hung on the walls of the hallways and auditorium to provide flavor and heighten interest in the maritime theme. The large model of the sailing ship *Leander*, which currently graces the museum, should be included here. Other large artifacts, like the eloquent, carved ships' figureheads, should be placed in appropriate spots (probably borrowed from the Peabody Museum collections). Prints of Salem-built vessels, plus charts, posters, and broadsides with a nautical flavor, can be placed on the walls. The decorative Navy ropework in the Navy quarterdeck area can be retained.

#### **Publications/Sales**

The publications display should be separate from the information desk to permit browsing, but should be observable and controllable from the desk. There should be adequate storage space for publications, postcards, slides, etc. The park has a minifolder which will need revision as development progresses. A historical handbook for the area is in preparation. A good coloring book on the maritime theme for children is in order. Current titles, for sale, like Samuel Eliot Morison's *The Maritime History of Massachusetts, 1783-1860*, and Edwin W. Small's *Early Wharf Building* would be retained and others added, most profitably by checking titles at the Mystic Seaport Sales Center. As development on Derby Wharf progresses, additional subjects will open up for other postcard and slide opportunities (again stressing the maritime theme). Period charts, prints, posters, and maps are other possible sales items. Quality souvenirs might include scrimshaw work, splices and knots, model kits of Salem vessels and, perhaps, bosuns' pipes. Phonograph records or cassettes of sea chanties might be sold.

Special educational kits or sea chests (to be prepared primarily for school classes; see Appendix A for list) could also be made available for sale. Demonstration-produced items would be sold here, on Derby Wharf or at the West India Goods Store.

#### **Audiovisual Program**

A large section of the Navy's facility would be fitted up as an audiovisual room. It should be developed for a capacity of 100 – large enough to handle most school groups. The auditorium might be designed as the interior of a ca. 1800 sailing vessel. A quality, color motion picture, approximately 20 minutes in length, would highlight the significance of the Salem story in the context of its importance in the early maritime history of the United States. The film should concentrate on the conceptual things that will not be so readily apparent in the interpretation available on Derby Wharf and the historic structures. The film might have a working title, "Salem Helped Build a Nation," or "How Early Maritime Enterprise Helped Build a Nation." It should, generally, include those elements discussed in the Interpretive Objectives section of this prospectus. There can be a strong environmental message throughout; the people of Salem adjusted to the environment and from earliest times banded together to make a successful living from the sea. Their relationship to Government was close. At one time, customs revenue collected from American ships provided 95 percent of the total Federal Government income, and Salem was responsible for 1/20th of this. But the Federal Government also, unwittingly, worked its will to destroy maritime Salem, most notably in 1807 with President Jefferson's embargo on American shipping, but also with later tariff policies. Profits that came from the sea went to finance the Nation's infant industries. Thus, out of Salem's decline came national evolutionary change.

The film should include a strong Revolutionary War theme, dealing largely with trade and privateering of the era. A Salem ship (one of Richard Derby's schooners) carried to England the first news of the fight at Lexington and Concord. One of the few important ports that remained open during the war, Salem built and fitted out privateers and helped the Continental Army by bringing in cannon and supplies. The war made possible the great trading days of Salem by forcing its shipowners to seek worldwide markets, as the British closed earlier ports of call to American vessels. The whole promoted national economic, as well as political, independence.

The nature of Salem's shipping activities – from fishing to shipbuilding to the various types of trade from 1730 well into the 19th century – needs also to be stressed in the film. The script should, however, avoid the small-beginnings-to-greatness-to-decline syndrome.

Decline there was, but let's not climax with it; accentuate the positive! In national terms, Salem's contribution, even in its decline, was (directly or indirectly) paving the way for a largely self-sufficient industrial nation. Thus the overriding theme is not a matter of Salem's decline, but the evolution of a nation.

With this compelling introduction, combining relevancy with significance, the visitor is ready to taste the salt spray and get the feel of a Salem of yesteryear.

Mention has been made of an auditorium to seat approximately 100. Throughout, attention should be given to the design of facilities for compatible capacities, particularly for school groups. For example, if the auditorium is designed for 100 people, it would handle all but the largest groups. From the auditorium, the park would expect to divide the group into three smaller groups of more manageable size (say 33-35) and take them in sequence to the ship, Derby Warehouses, Scale House, and Bonded Warehouse. Consideration should be given to designing these visitor facilities (within the limits of their inherent construction limitations) for 33-35 people.

#### **Environmental-Discovery Room**

On the second floor of the visitor facility, space should be developed as a "Discovery Room" for school groups. Here schoolchildren could be introduced to the artifacts of the Salem trade. Special kits in sea chests or bags would be developed for sale and/or loan to schools. (See Appendix A for list of kits.) For environmental presentations, an existing scale model of early Salem Harbor and other environmental exhibits could be accommodated here. With strategic use of windows, the exhibits would serve well with a view of the modern harbor and present-day developments. (See Appendix B for an elaboration of this environmental history approach for school groups.)

#### **CENTRAL WHARF**

The visitor facility is, of course, located on Central Wharf. When visitors emerge they will quite likely be lured immediately toward Derby Wharf because of the attractive interpretive features available there. However, historic Central Wharf deserves some attention. It is badly in need of rehabilitation. Central Wharf and the Forrester Warehouse site should be interpreted by means of a wayside exhibit. Mention might also be made of the Forrester House across Derby Street in the exhibit. The Bates Monument should be removed to a less obtrusive location. Central Wharf can serve as a good point for taking photos of Derby Wharf and the harbor. It could also serve as a lunching area for visitors.

## DERBY WHARF

"Some kind of wrongs there are, which flesh and blood cannot endure." The principal interpretive thrust at Salem Maritime involves bringing Derby Wharf to life and by so doing to provide visitors with something of the character of the port and its activities and of the nature of the trade that has heretofore been available to them in less than adequate form. The wharf needs to be rehabilitated. It should be fitted out with as much of the paraphernalia and gear of its heyday as seems practical. This might include barrels, anchors, weighing scales, rope, etc., and could include oxen or horses and carts or wagons. All of this, together with the warehouses and the ship, should suggest as much as possible the Derby Wharf of 1775-1808.

### Warehouses

Derby Wharf was once a hustling, bustling place with as many as six warehouses teeming with the goods of the West Indies or of Africa or of the Orient. We propose to return at least two warehouses to the scene. One would be a peaked-roofed building of 1776. It would be selectively, but not totally, refurnished to reflect the age of the American Revolution. Impressionistic settings would show cannon and supplies that came through the British blockade to supply the Continental Army, as well as prize goods captured by the privateers. Other settings could show the nature of the pre-war trade items coming in as well as going out (the tobacco, rice, etc., from the South; the rum, candles, lumber, fish, ginseng, etc., from New England; the sugar, cacao, ginger, indigo, fustic, etc. of the West Indies; wine from the Madeiras, Canaries, and Azores; manufactured goods from Europe). These "settings" would tell the particular trading stories of the 1770's as opposed to the later days of the worldwide trade. Tastefully designed labels could be used for the job, but nothing that will be too obtrusive to dent the setting. Costumed demonstrators can also be expected to highlight aspects of the story. In this warehouse a special alcove should be designed to permit a multimedia presentation of the life of a sailor that would allow visitors to feel like they are on board ship and can experience what it was like to spend months at a time on a vessel. Various activities, duties, pastimes, and hobbies can be recounted that deal with the long voyages. Records available in the Essex Institute should help with the presentation. Seating for the show could be barrels or packing cases.

Another warehouse, of the post-Revolutionary War period (say 1800) would be reconstructed nearby. It would highlight the heyday of the Salem shipping, primarily the East India trade. Again, it would be selectively, but not totally, refurnished with "settings" suggesting the nature of the trade — again incoming and outgoing. Now, however, we have the pepper and the nutmeg and the tea and the coffee and the hemp from Manila, the porcelain from China, the silk goods

from India, and the tin from Java. It should be made clear that goods were transshipped. There should be a few New England goods for export, too. Here a special alcove should be designed to permit a multimedia presentation that focuses on the exotic ports that Salem's ships visited and pays attention to the impact of foreign decorative arts on our own cultural horizons and other significances of the trade. On features of this sort the aforementioned 33-35 capacity should be kept in mind.

Hopefully, visitors will visit the earlier warehouse first (mooring the ship nearby should help ensure this). Both warehouses should be heated; if forced to a choice, the earlier is more important to heat than the later one. A third warehouse has been proposed closer to land to give even more impact to the setting. Indeed, if the Naval Training Center is not acquired as a visitor facility, this third warehouse would then serve in that capacity.

As an interim solution, it might be possible to reconstruct the wharfinger shack on the wharf to permit the inauguration of this "living interpretation" program in a small way.

### **Ships**

As indicated, no feature at Salem Maritime can speak as eloquently on "what it's all about" as a sailing vessel that visitors can board, get the feel of, and learn about firsthand. A full-scale reproduction of the Salem-built privateer *Rattlesnake* (190 tons) should be commissioned, either with donated or public funds, and docked at the wharf across from the Revolutionary War period warehouse. The ship should be fitted up as a privateer and the interior should reflect life and activities aboard such a vessel. Since privateers did not differ much from trading ships, it should be possible to interpret aspects of the Salem trade aboard the vessel as well. A privateer seems appropriate in view of the approaching Revolutionary War Bicentennial. Such reproductions are not cheap and maintenance costs are high, but the interpretive dividends of such a feature are incalculable. Visitors are steeped in the lore of 1800-ton clipper ships; they will be rather amazed that vessels of this size (200-ton, 3-masted ships) sailed the world to make Salem such a renowned port.

We might also invite a concessioner to maintain a sailing vessel at the wharf. This ship could take tours of the harbor. It would not be remiss to invite other period boats (the reproduction of *HMS Rose*) to dock at the wharf from time to time to add to the flavor of an active port.

### **Demonstrations**

The wharf, the warehouses, and the ship are ripe with "living interpretation" opportunities. Sales of demonstration-produced items are a possibility. Some of



the demonstrations might be concessioner-operated; others handled by NPS or Association employees. The best course is to begin with a "laundry list" of possibilities, to start in a small way, expand as experience and the seasons dictate, and remain open-minded and flexible throughout. A "living interpretation" program is not for the uptight. It requires both enthusiasm and dedication to detail so that the presentations are authentic. Each demonstration must have a purpose; it must not be an exercise in dexterity alone; it should add to the total picture of what Salem shipbuilding or sailing or trading was all about.

Shipboard demonstrations might include knot tying, line heaving, painting and swabbing decks ("maintenance can be interpretive" – Nate Golub), mending of sails, ship's carpenter's work, cooking (hardtack, soups, salt beef, fish, "Lobscouse"; recipes available on request), scrimshaw carving, ringing of ship's bell, sea chanties, ocarina playing, shooting the sun at noon with a quadrant, and demonstrations of other navigational instruments, and determining water depth with lead and line. Role-playing offers additional possibilities – some with an environmental message, as, for example, having a seaman caught dumping ballast overboard with the resulting argument and upbeat ending.

Wharf demonstrations might include moving and loading cargoes (possibly with animals) and the weighing of cargoes. Warehouse demonstrators might include the work of the cooper, the sailmaker, the rigger (these two in the sail loft on the second floors of the warehouses), the Chandler and the smith, and ship design by the "lift model" method (which was invented in Salem in 1790 by Enos Briggs).

Closer to Derby Street, the art of shipbuilding might be demonstrated. Perhaps an expert shipwright could work on a 16-footer. When finished the boat could become part of the wharf paraphernalia. Hopefully, the weighing scales could be brought to and from the wharf by oxcart.

All told, these activities would bring the requisite life back to the wharf, to make it one of the most impressive interpretive presentations in the National Park System.

#### **Other**

Concerts with nautical themes could be held outdoors in the park on summer evenings, including rock-and-roll extravaganzas with a nautical flavor. The possibility of an evening sound-and-light program focusing on the wharf should also be considered for the future. Salem imported fireworks from China; fireworks displays on selected occasions would be quite in keeping with the principal theme. The first elephant to visit these shores came through the port of Salem. An elephant on the wharf at first blush seems a bit wild, but what an attraction he would be!

In a more conservative vein, the century-old lighthouse at the far end of the wharf should be interpreted with a wayside exhibit. None are needed for that section of the wharf being returned to the feel of 200 years ago. The Coast Guard should be asked to open the lighthouse for tours.

## THE CUSTOM HOUSE

The visitor has had the basic park experience. Those historic structures which now form the core of the park experience will assume the role of enriching experiences. Probably the most important of these is the Custom House and the story it has to impart.

The exterior of the building is said to reflect the entire span of its active use, 1819-1937. The interior should be selectively refurnished to do much the same thing. Exact interior restoration does not seem warranted. Through the use of "settings," it should be possible to tell about the various functions through the years. The west front room should continue as the "Hawthorne Room." It should be fitted up to square more with Hawthorne's description; and an audio message, using Hawthorne's words, should continue to interpret the room. This is an especially effective bit of interpretation.

In a portion of the room across the hall (currently the museum), General Miller, a colorful figure, and an early national hero, held sway as Collector of the Port of Salem from 1825 to 1849 (Hawthorne's tenure as Surveyor was 1846-1849). It is recommended that a "setting" interpret Miller and his activities during the period of his collectorship. Another audio message, perhaps using the "voice" of General Miller, could handle the story. Care would need to be taken that the sound does not overlap with the Hawthorne message. The Deputy Collector's office (currently used for sales) might be the subject of a similar setting and demonstrations could be conducted here. One or two of the upstairs rooms might be selectively refurnished, also, to suggest their original functions. The present Collector of the Port of Salem might be invited back to occupy one of the upstairs rooms, in which event the structure would again become a "living custom house." *Add in one of the rooms: a slide presentation on customs function (see Cost Est. note - 1/1/61)*

Admission would probably be by fee, and interpretation would be self-guiding, supplemented by audio messages. The customs records at the park should probably be stored at the National Archives or the Essex Institute. They would be available in microfilm at the park; a selected few originals should be retained for exhibit or furnishings purposes.

The cupola could continue to be used for the delivery of an environmental message by either an attendant or audio. Tours here should not exceed 12 persons capacity.

### **THE BONDED WAREHOUSE**

The first floor of the Bonded Warehouse would serve as a "setting" for bonded items representing the later period of the Salem trade. Other floors of the warehouse could be used for storage.

The yard outside needs more flavor and should be seeded with barrels and other paraphernalia of the Customs Service. The brick walk should be removed and also the gate leading to it.

### **THE SCALE HOUSE**

This structure continues to be a good place to talk about the customs operation and to demonstrate the weighing function. Burlap bags full of paper and bricks are now weighed; it might be better to stock some pepper and weigh it. In addition, stenciling the weigher's mark on the goods could be done.

### **THE DERBY HOUSE**

This was the home of Elias Hasket Derby, stellar figure in Salem shipbuilding and trading. That part of the home which he occupied can be refurnished to reflect his life and activities in 1775. The two back rooms and the kitchen, added or changing function in the early 1800's, would be refurnished to reflect the life of the occupants of that period. This decision will require a new furnishings plan, as it is in conflict with a previous decision to use artwork in the back rooms and change the kitchen into a museum. Later occupants and people associated with the house (e.g., Nathaniel Bowditch) were important in their own right. Guided tours have been extremely successful in the past and should be continued at this fee structure. Capacity should be limited to 36 at any one time (12 persons per tour and no more than three tours going at once). School groups are limited to the first floor, as a structural weakness has been identified in the main stairway. Brochures describing both this structure and the Custom House should be considered.

The front yard should be planted in accordance with a 1775 planting plan. The rear should have an herb garden and a vegetable garden of the 1812 period. A

leaflet could be prepared to explain them. Archeology is necessary to locate outbuildings, well, etc. Some of these might be reconstructed to enhance the historic environment. For example, the barn could house the horses or oxen that might be used in demonstrations on Derby Wharf.

### **THE HAWKES HOUSE**

This home of a Salem shipbuilder adds to the historic environment. It would be interpreted in an unobtrusive marker, but would not be open to the public. Proper plants of the 1812 period in a park-like setting would grace its yards (a revised planting plan is needed).

### **THE NARBONNE HOUSE**

This early structure (with its various additions) contrasts with the Derby and Hawkes Houses in that it was the home not of a shipbuilder or merchant on the rise, but of an artisan-shopkeeper. It should be refurbished, but should not be open for public viewing except by special arrangement. The house could be rented by a responsible party or leased to the antique dealer currently occupying the Rum Shop. Access to the park should be developed from the Narbonne House. A marker on Essex Street should draw visitors to the park entrance. A wayside exhibit on the garden side would interpret the house in context with the maritime and architectural themes. Emphasis would be on pre-Revolutionary-War Salem. Some grounds restoration should be provided, including a garden of ca. 1750.

### **THE WEST INDIA GOODS STORE**

An important addition to the park's attractions would be a concessioner-operated West India Goods Shop which would stock items representing the great days of Salem's worldwide shipping. Currently called "The Rum Shop," the structure is an antique shop that adds little to the historic environment. (The operator's permit is up in 1975, although it could be terminated earlier at the pleasure of the Service.) Think of all the exotic colors, tastes, smells, and sounds that would be available in such a shop! In addition to the fruit — oranges, lemons, bananas — sugar, rum, and molasses (some East India goods may be sold, too), the shop could stock demonstration-produced items. The upstairs could be used for storage and/or as quarters for the concessioner. Its function would tie nicely to the proposed activities for Derby Wharf.

## OFFSITE ACTIVITIES

Some aspects of this topic have been covered in connection with the "Environmental-Discovery Room" proposed for school groups in the visitor facility. See especially Appendixes A and B in this connection. The park has close relations with the regional school systems and cooperates actively with them in arranging historic and environmental tours of the site. It is expected that these programs can be expanded and that the park can prepare lesson plans to heighten the experiences of the young people. Salem high school students are being assigned projects dealing with early maritime history and Salem history. They will work closely with park staffers in the development of these projects and the fruit of their labor may be of assistance to the park's research program.

Staffing permitting, the park will want to expand its offsite program activities, particularly in the years of the Bicentennial.

## RESEARCH NEEDS

A great deal of research on the site and its related history has already been accomplished. The park has in its files at least 41 research reports done between 1937 and 1969. It has RSP's submitted for such things as "Historic Base Map Documentation," "Research Management Plan," "Salem Privateers in the Revolutionary War," "Commercial Activity of Salem in the Revolutionary War," "Shipbuilding in Salem During the Revolution," "Government Protection of American Trade During the Federalist Period," and "Financial Capitalization of the Trading Ventures of Salem and New England Merchants."

Basically what is needed most to support proposed interpretive developments are those reports that point up what Derby Wharf looked like in 1775-1800; what a 1775 and an 1800 warehouse would have looked like; activities and materials on the wharf and in the warehouses; plans (available) of the privateer *Rattlesnake*, and information on its fittings and activities aboard it; and significance and relevance data to support the script for the proposed film. While most of this information will be made available as the programmed research reports are finished, some may have to be gathered by the park staff to permit the proposed interpretive developments to move forward. A special "living interpretation" development report will also have to be prepared to support this program with adequate documentation.

## COLLECTIONS STATEMENT

Vast collections of maritime artifacts and manuscripts are not envisioned, as the nearby Peabody Museum and Essex Institute already have pretty much of a corner on such collections. A few artifacts for display and for demonstration purposes (on Derby Wharf and in the "Discovery Room"), will be needed and some of these hopefully can be borrowed from the Peabody Museum. Artifacts used in active demonstrations and those made available for youngsters and oldsters to touch are, for the most part, better replicas than originals. Accordingly, the park will have to go into the replica business in a big way. Also looming large are items for furnishings: of the wharf, the warehouses, the ship, the Custom House, and the Derby House. Considering these features, the park will have an extensive collection of objects, original and replica, that are representative of the maritime and associated themes.

Considering the nearness of the Peabody Museum and the Essex Institute, with their large collections of books and manuscripts, a large library is not needed at the park. Standard works on the maritime and architectural themes, relating to Salem in particular and to New England in general, should be on the shelves.

## PRIORITIES

The priorities of this document differ somewhat from those of the master plan which must concern itself with a broader picture than the interpretive prospectus is asked to tackle. From the interpretive point of view, top priority must go to bringing life and activity onto Derby Wharf: the warehouses complete with "settings," the wharf returned to its heyday appearance, an active demonstration program, ship, and all the things that should spell Salem Maritime and don't today. These developments should be undertaken concurrently with or in advance of the development of the visitor facility. Interpretive developments proposed for the Custom House and its associated structures, the Derby House, and other park features, although important, would not bear the top priority stamp accorded to the projects listed above. It would be fitting if the West India Trade Store were in operation by 1975.

## INTERPRETIVE STAFFING

Daily Requirements	Existing		Interim		Proposed	
	Summer	Winter	Summer	Winter	Summer	Winter
Derby House Tours	2	1	2½	1	2	1
Visitor Contact Facilities						
Information/Sales Desk	1	½	1	½	1	¾
Slide Show	¼	¼	1	¼	1	¼
Custom House Tours	¾	¼	1½	1¾	1	¼
Cupola						
Scale House						
Bonded Warehouse						
Parking Lot	1		1		1	
Derby Warehouses					1	¾
Privateer					2	
Leave, Curatorial Activities, School Groups, etc.		½		1		1
Employees Per Day	5	2½	7	4	9	4
Total Number Employees	7	3½	10	5½	12¼	5½

Protection of the Custom House during the interim period – after a visitor contact facility is operational but before warehouses and privateers on Derby Wharf draw interest away from the Custom House – will be a problem. Under existing conditions the administrative personnel in the building provide protection and interpretation which will not be present when administrative personnel move into the visitor contact facility.

It is anticipated that warehouses and a ship on Derby Wharf will relieve somewhat the pressure on the Derby House. Until those developments are operational, however, visitor-use of the Derby House can be expected to continue to increase.

Spring and autumn require a compromise between the extremes of summer and winter staffing: weekends require nearly a summer staff level, weekdays usually require only a winter staff level. The “living interpretation” program may require adjustments upward.

## INTERPRETIVE STAFFING

18

Man Years — Interpretive	Existing		Interim		Proposed	
	Permanent	Seasonal	Permanent	Seasonal	Permanent	Seasonal
Summer (13 weeks)	.3	1.5	.5	2.0	.5	2.6
Winter (19 weeks)	.7	.8	1.1	.9	1.1	.9
Spring-Autumn (20 weeks)	.8	1.0	1.2	1.2	1.2	1.2
Total Annual Man Years	1.8	3.3	2.8	4.1	2.8	4.7

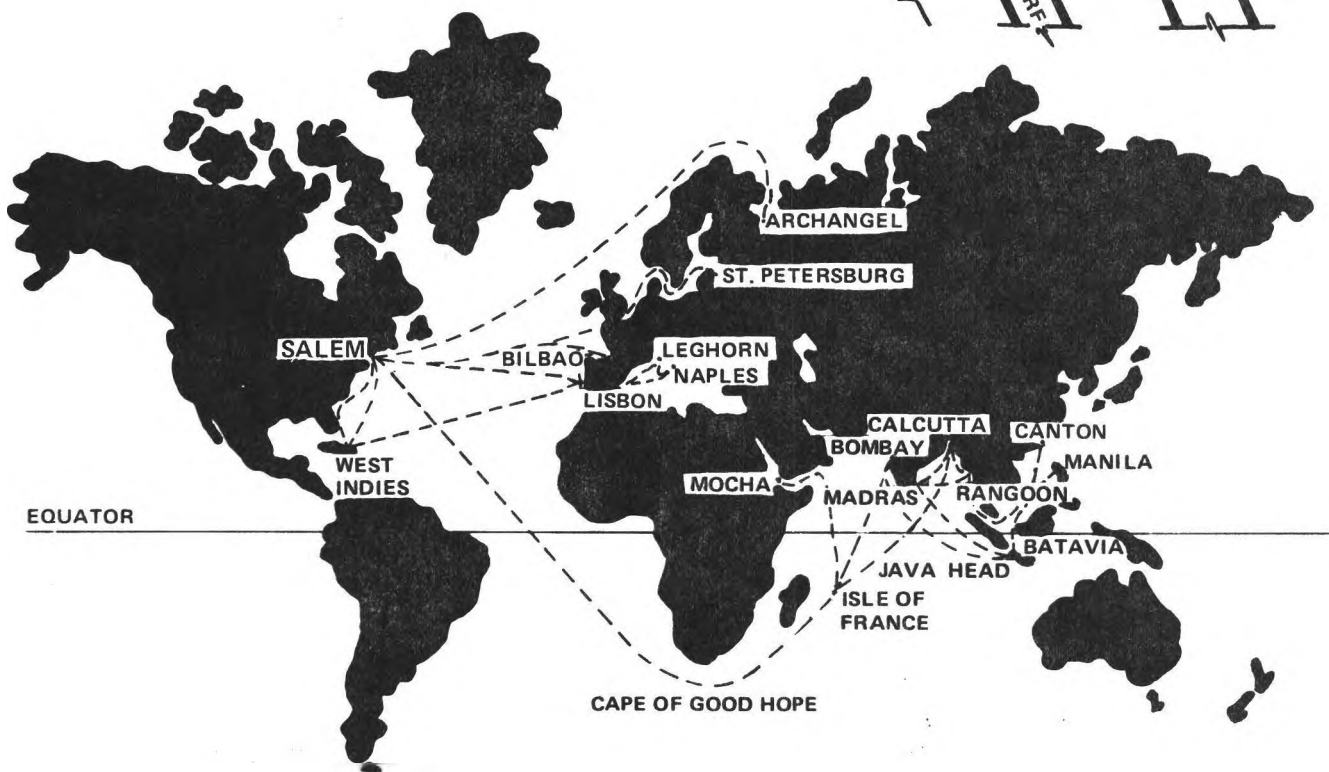
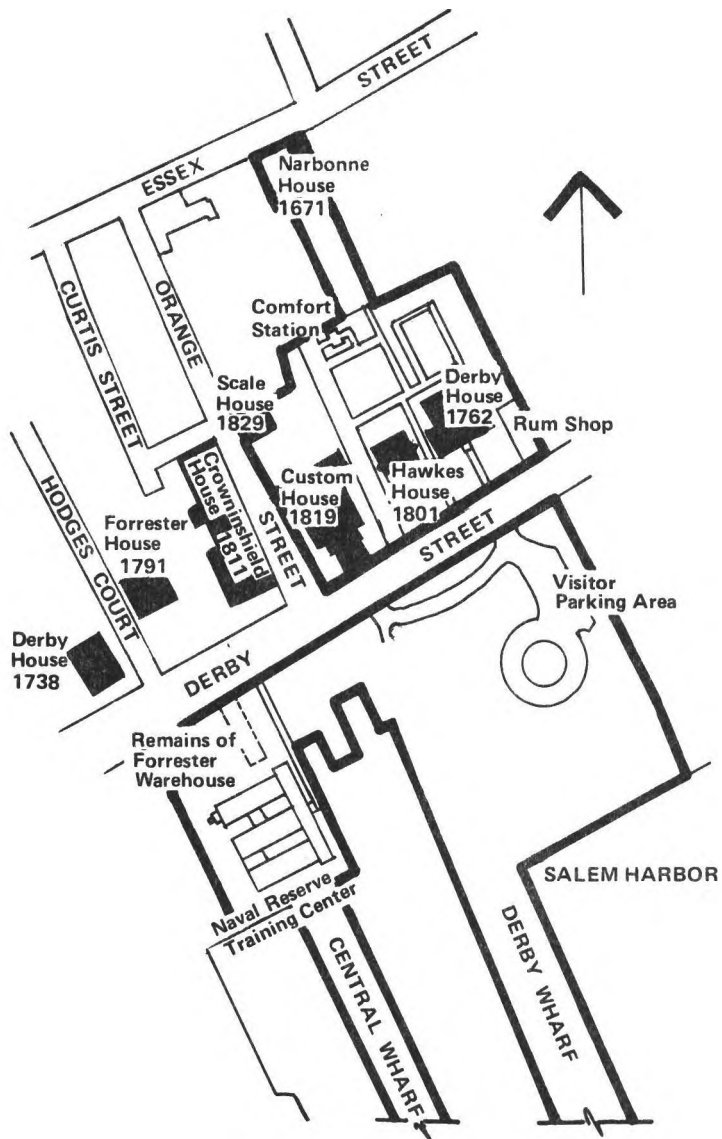
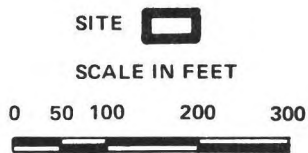


**1972 COST ESTIMATES**

<b>VISITOR FACILITY</b>	<b>Unit Responsible</b>	<b>Planning</b>	<b>Construction</b>
Random-select slide units and program	AV	\$ 200.00	\$ 2,000.00
Orientation devices, exhibits, and mood pieces	Museums	3,500.00	20,000.00
Maritime theme motion picture	AV	5,000.00	40,000.00
Equipment for film and other auditorium presentations	AV	—	10,000.00
<b>WAYSIDE EXHIBITS</b>			
Three at \$1,500.00	Museums	800.00	4,500.00
Two at \$500.00	Museums	150.00	1,000.00
<b>DERBY WHARF</b>			
Furnishing plan for wharf	Museums	5,000.00	—
Objects for wharf	Museums	—	—
Furnishing plan for 1776 warehouse	Museums	5,000.00	—
Objects for 1776 warehouse "settings"	Museums	—	—
Multimedia presentation on sailor life in 1776 warehouse	Museums & AV	8,000.00	40,000.00
Furnishing plan for 1808 warehouse	Museums	5,000.00	—
Objects for 1808 warehouse "settings"	Museums	—	—

DERBY WHARF – Con.	Unit Responsible	Planning	Construction
Multimedia presentation on countries visited, impact on art forms	Museums & AV	\$ 4,000.00	\$ 20,000.00
Ship <i>Rattlesnake</i>	Historic Architecture (Nautical Branch)	–	500,000.00
<hr/>			
<b>MISCELLANEOUS DEMONSTRATION SPECIMENS, REPLICAS, AND COSTUMES</b>	Park & Museums	–	30,000.00
<hr/>			
<b>THE CUSTOM HOUSE</b>			
Furnishing plan	Museums	5,000.00	–
Furnishings, includes Bonded Warehouse and Scale House	Museums	–	–
Refurbishing of Salem model	Museums	–	2,000.00
Audios, including scripts and equipment	AV	1,000.00	4,000.00
Slide presentation on customs function, including script and equipment	AV	1,000.00	4,500.00
<hr/>			
<b>THE DERBY HOUSE</b>			
Revisions to furnishing plan	Museums	2,000.00	–
Furnishings	Museums	–	–

HISTORIC SITE AREA



TRADE ROUTES DEVELOPED BY SALEM SHIPS PRIOR TO THE YEAR 1800

## APPENDIX A: KITS AND SEA CHESTS

These materials and activities could be used for school groups at Salem Maritime. They could also be used as demonstrations or programs for general visitors and for Scouts and youth groups; in offsite programs by site personnel; or for loan to teachers and youth group leaders with the addition of a teacher's guide; also in teachers' workshops. Program material kits on "landfill" and "ecology" should be designed to be used either separately or together.

### PILOTING AND NAVIGATIONAL EQUIPMENT

Replica 19th-century chart, parallel rule, and dividers. Compass. Lead and line. Knot glass and chip log. Quadrant. Possibly chronometer mockup. Bowditch's *American Practical Navigator*.

### CUSTOMS SERVICE

Hydrometer, dipstick, gauge, stencil, quill pen, ink, and sander, blank forms and completed manifests and other documents, copies of revenue laws. Small bag of pepper, cask of molasses. Enlargements of historic photos showing customs officers at work.

### CARGOES

Possibly a series of three kits representing different eras. First, barrel staves, shingles and plank samples, dried fish, cheese (in a barrel as the container), and British-manufactured tinware, printed cloth, brass hardware, jug of molasses, sugar loaf, wine bottle, Spanish shawl, etc., map, knitted mittens. Second, samples of tobacco, bar iron, cabinetry (pack kit in a replica portable desk?), ginseng, tea (or could pack in tea chest if available), nutmegs, peppercorns, India cotton print fabric, silk fabric, Turkey carpet, Chinese porcelain sample, etc., dried "beche de mer," sealskin, maps. Third, New England clock, textiles, shoes, hide, coal, cotton, gum copal, maps.

### TRADE

This would be a "process" kit involving role-playing; would include cargo samples from second kit above, plus locked box containing small weighing scales (kit

could be packed in this box), large photo or slide of Peabody Museum's diorama of tea purchasing, costume items for sea captain, two or three foreign merchants' maps. Tape recording or script of start of negotiations between captain and merchant, for students to complete. Shipowner's letter of instructions to captain.

### **PRIVATEERING**

Models of armed vessels and of cannon, privateer's commission, crew list indicating extra men for prize crew, notice of prize auction, pictures (artwork?) of prison hulks and prize warehouse. Samples of captured supplies: British boots, coats, blanket, weapon and/or gunpowder or cannon ball, wheat, copy of British newspaper article telling impact of privateers.

### **WHARFINGER**

Blowup of historic photo of Derby Wharf, 1820 wharf regulations, replica of wharf book (journal), few cargo items from second cargo kit above, pieces of ballast rock, heaving line and hawser.

### **LANDFILL**

Topographic model of Salem ca. 1626, with movable features that can be added or changed, like a big jigsaw puzzle: model tide mill and dam, wharves, bridges and causeways, "made land" sections, etc. Present-day and historic map overlays, and photos or drawings.

### **ECOLOGY**

Natural history specimens, including mounted birds, mammals, and fish, mollusks, crustaceans, and other shore life; plant specimens or models, including seaweeds and marsh grasses. Cards or charts showing habits and habitats of each species.

## APPENDIX B: HISTORY AND ENVIRONMENT

Before man started altering the environment, the Salem peninsula consisted of timbered upland and tidal marsh. There was no rocky shore along the South River, which was the main harbor. All the harbor shoreline apparently consisted of saltmarsh, with two or three areas of water-cut glacial till.

Salem was oriented toward its "foreland" (sea and beyond) rather than its hinterland. Its location and topography made this natural; foreland access was the reason why the site was chosen.

In colonial times, the peninsula of Salem was completely surrounded by water, connected with the mainland by a strip of land only about a quarter-mile across.

The main economic (and political) phases of the town's history have been directly related to the shoreline and changes in it.

- The town was settled on a peninsula between two marshy rivers. Little farming was possible, but much fishing in surrounding waters and offshore. Trade of surplus fish catch was the start of Salem's foreign trade.
- Islands and rocks in the outer harbor, and forts on the ends of the peninsula made Salem easy to defend: from Indians, in the French and Indian War, Revolution, and War of 1812. It was the only major North American port that was never captured by the British, and an important source of privateers.
- The shape and character of the shoreline changed as many wharves were built along both sides of the South River. Trade became more important than fisheries, and the marsh environment was largely wiped out, along with the salmon and bass.
- The decline of Salem as a seaport was due largely to the shallowness of the harbor: the outer ends of most wharves were bare at low tide. Ironically, the wharves built for shipping caused silting of the harbor around them as the rush of tidal waters was slowed down.
- After the decline of shipping, unused docks and other low lands were filled in for industrial and commercial use.
- Today, the only shipping takes place far out toward the mouth of the harbor, where oil tankers dock at a filled-land terminal. Even there, the channel must be dredged almost continuously.

Some of the specific changes that have taken place in the physical environment, with their economic reasons and ecological results, are these:

### **CUTTING TIMBER FROM THE NECK AND WINTER ISLAND**

To clear land for fish flakes and fort. Probably also for building and, particularly later, shipbuilding timber. Cleared land eventually used for grazing cattle.

The newly unobstructed sweep of northeast wind eroded a cut through Elvin's Point upland, and soon reduced the entire point to mudflats (east side of Derby Wharf). Material from the point filled in the Cross Channel between Jeggle Island and Salem peninsula (west of Central Wharf). Loss of that channel encouraged the building of wharves eastward.

### **BUILDING OF WHARVES PARALLEL TO SHORE BY BUTTRESSING BANKS**

Loading and unloading of small vessels.

Destruction of immediate environment for mud-and-marsh dwellers, including shellfish, other wildlife, and their food. Elimination of marsh's floodplain effect in immediate area.

### **BUILDING WHARVES PERPENDICULAR TO SHORE**

Loading and unloading of deeper-draft vessels; accommodation of greater numbers of vessels; docking and sailing at lower stages of tide.

Swifter running current of river in center of channel; reduced velocity away from channel between wharves and beyond them; deflection of current flow, e.g., diversion of current by Derby Wharf to erode much of Long Point (across the river); increased difficulty of wildlife, e.g., salmon, bass, sturgeon, to progress upstream; increased footholds for rocky-shore-dwellers like rockweed, barnacles, mussels, starfish; and decreased environments for clams, oysters; (also, contributed to other changes by narrowing the river, thus decreasing ease of navigation further upstream).

### **BUILDING OF MILL DAM (near present railroad station)**

For tide mill to grind grain to feed increasing population; cut off free access by spawning fish; change cycle and duration of high and low water, affecting

plantlife and shellfish; (also cut off vessel access to wharves above dam, and encouraged eventual filling of abandoned waterway; put head of navigation considerably downstream).

### **DIGGING "CANALS" OR CHANNELS**

To launch ships into deep water after building on flats; exposing unprotected mud to wave action and likelihood of erosion and silting elsewhere; uprooting of protective marine plants.

### **CAREENING, GRAVING, AND COPPERING OF SHIPS ON FLATS**

To remove marine growths that slow vessels and attack their timbers; suffocation of some marine life; introduction of toxic materials: melted pitch, sulfur, copper; possible introduction of species not native to area, e.g., smooth mussel.

### **DISCHARGE OF CARGO**

Accidental discharge onto flats or into water due to carelessness, speed in unloading; possible dumping of no-profit material; contamination via toxic materials like lye; and metals, like mercury, cadmium, lead; attraction of scavengers like rats\* and herring gulls via grain and other food; introduction of non-native species via seeds, accidental individuals. Modern oil spills suffocate wildlife and environment immediately; long-term effects are toxic, but total effect is not known.

### **DUMPING WASTES**

Pressure of increased population; byproducts of manufacturing: cheapest way to get rid of them; lower quality of water; decrease oxygen and increase nitrogen content to suffocate some wildlife; cause shellfish to carry disease to humans; attract scavengers like rats and herring gulls, which have replaced or reduced other species; increase water temperature (indirectly, or directly through hot water discharge) to favor different species, and eliminate freezing-over of harbor.

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\*The species of rat which does damage was introduced into America by ships.



## **DUMPING BALLAST**

Preparation for outbound cargo stowage; ballast from inbound voyages: cheapest way to get rid of it; reduce depth of water; cover natural bottom and change its character from mud to loose rock not native to area, e.g., coral and volcanic; possibly carry non-native species; smother existing wildlife and provide foothold for rocky-shore species; prevent vessels from grounding without damage.

## **PICKING UP COBBLESTONES**

Preparation for outbound voyages: cheap, accessible source of weight for ballast was cobbles from beaches of points, and island in outer harbor. Also used for paving streets; reduction in size of islands and erosion of beaches, exposure to more erosion via increased impact of wind. Paving reduced street erosion, dried swampy spots, probably increased heat and dryness of surroundings.

## **OVERFISHING**

Including lobstering and whaling and present-day haddock fishing. Feeding increased population; trade goods, by-products; extirpation of sharp decrease in the affected species, and probably their predators; possible increase in their prey, and in other species, also, led to need for new sites for commercial fishing, new techniques, and change in basis of trade.

## **DOCK FILLING**

Provide new land for commercial and manufacturing activities: buildings, land transportation access, and transshipment; cheap land after decline of shipping and concentration in fewer larger vessels; smother existing wildlife, eliminate habitat; possibly introduce debris and pollution; increase ratio of land to water; straighten shoreline and eliminate shelter for fish and other wildlife, especially young; concentrate all current, eddys, and silting into main channel; put former shorefront inland, eliminating water access and view to former waterfront property; reduce amount of docking space along wharves; create "border vacuum" of visual pollution and poorly maintained no-man's land.

## **MARINE RAILWAYS**

Faster, easier launching and hauling of vessels; directly affected mud bottom and wildlife in immediate area. Indirectly, changed mudflats from valuable property for working on vessels, to useless features to be filled or dredged.

## **FILLING OF LARGE AREA (e.g., Mill Pond)**

Additional industrial land in small-area city, especially in spots convenient to rail transportation which run on causeways; eliminated all saltwater and tide-dependent species, including formerly abundant quahog. Created an artificial environment supporting almost no life (in comparison to former saltmarsh, most productive protein-producing environment known, and start of food chain including commercial fish and shellfish). Hard land surface increases extremes of heat and cold instead of reducing them like water surfaces. Also, facilities built on "made land" tended to increase waste, air, and water pollution. Some fill done with rubbish from growing population increased scavengers.

Former saltwater mill pond, cut off from the harbor, has become a freshwater marsh in the small portion of the pond still existing.

## **BUILDING OF BULKHEADS AND SEAWALLS**

Prevent erosion; make land buildable to maximum extent; put services and storage as close to vessels as possible, e.g., Naumkeag Stream Cotton Co.; recreational and esthetic use by expanding population where natural waterfront environments have been spoiled.

Almost total elimination of tidal marsh as slow floodplain and watershed basin, and as shorelife and fish nursery. Another vertical hard-surface habitat. Tendency for some people to throw rubbish over, causing silting, scavengers.

## **APPENDIX C: DATA PROVIDED BY PARK STAFF TO GUIDE PLANNING EFFORTS**

### **WHAT ARE THE QUESTIONS VISITORS ASK?**

By far the most oft-asked question heard at Salem Maritime National Historic Site is: "Where is the House of Seven Gables?" More tourists in Salem seem to have heard of that supposed setting of Hawthorne's novel than of anything else in Salem.

Probably the second question of importance is: "Where are the restrooms?" At Salem Maritime this question has real importance since in the summer the

restrooms are not self-evident and in the winter there are no public restrooms open at the site or in the vicinity.

After the first two queries the questions become more dispersed.

A large number of questions involve directional orientation to points of interest in the city. After the House of Seven Gables, tourists want to know, mainly: "Where is the Witch House?" "Where is the Peabody Museum?" Or: "How do I find my way around in Salem? What is open, worthwhile, nearby?" Many of these questions probably arise because the site is number one on the city historic trail.

Another group of questions revolve around: "What is there to see at this park?" or: "What is there to see in this (Custom House) building?" "Is there anything upstairs; can we go upstairs; can we see the bedrooms on the second floor of the Custom House?" "Who runs this park?" "Is this run by the National Park Service?" (Like they think it is not!)

There is a remarkable consensus among the interpreters regarding the previous general questions which visitors ask. Specific questions, however, seem to depend almost completely on the interpreter.

#### **Custom House**

What is Salem's economic base now?

What was distinctive about Salem as a seaport? As compared to Boston?

What was the specific trade or cargo of Salem's ships?

A variety of questions relating to details on the brig *Leander*, e.g., why does it not have an anchor?

Was there any smuggling? What was the reaction of merchants to customs (restrictions, duties, etc.)?

Were clipper ships important to Salem?

Was any ship-building carried on in Salem? Where?

What was the relation of Salem to various parts of the world?

What was the Custom House for? (particularly asked by children).

Why bother to commemorate a port which was important for such a short period of time and which died out so early?

Questions concerning Hawthorne: Is this the room where Hawthorne worked?  
Did Hawthorne really find the scarlet letter here?

Why is there nothing on the slave trade here?

Is the cupola open? (under-20 age group).

Weren't privateers nothing but pirates?

### **Derby House**

Are there any Derbys living in Salem?

Were Derbys involved in the slave trade?

Derby House dolls: Where did they come from? What are they made of?

Shaving stand: How did it work?

What is the sewing gadget?

What is that (trunk)?

What are these (measuring) cups?

Musket: What is it? Where does it come from? What is its date?

What is the (celestial) globe?

What is that (nutmeg grater) which looks like the bottom of a shoe?

Questions on the kitchen equipment: ovens, footwarmer, toaster.

What are the trees?

Who gets the vegetables from the garden?

What is the Derby House?

Is this original (Derby) furniture?

How old is the house?

Where did they eat before they added the kitchen on?

What is the (exhibit) door?

What was the relative economic status of Derby?

What year was it restored?

### **Scale House**

Questions on customs personnel: e.g., How many men worked here?

Questions on the hydrometer which they saw in the museum.

Can we go in the (Bonded) Warehouse?

### **Park General**

Where is the submarine?

Is Central Wharf open to the public?

When was the (Naval Reserve) "warehouse" built?

When was Derby Wharf built? Why was it built?

How deep is the harbor?

When did Salem decline?

What is to be done with the Hawkes House? What is it? (The widow's-walk attracts attention.)

What is to be done with the Rum Shop? (They want to see an actual rum shop there.)

### **WHAT ARE THE VISITORS LIKE?**

Interpreters have a range of comments regarding the visitor, from "they come with a positive attitude, usually to be friendly to the park and the people in it," to "cooperative, usually quite interested, pleasant, many are conversationalists," "average visitor is withdrawn and noncommunicative; only on cupola, Derby House, and other tours are people inclined to raise questions and show an interest."

Visitors come to Salem because they are looking for an experience, to do or accomplish something. Many are family groups looking for something to do. Sunday visitors particularly are mostly citizens of Massachusetts. Many are college age – two girls, a couple, two couples, etc.; visitors are getting younger, even to the Derby House. Many people come to the site because it is number one on the "City Historic Trail." Those people looking for the Peabody Museum usually do not start at the site when they find out they are not at the Peabody Museum. Men ask the most searching questions.

A few visitors to the Derby House are “snooty experts.”

A lot of visitors are out-of-State, many from the Midwest and West Coast. As well as coming from all over the U.S., there are a large number of Canadians, Europeans, and Asians; few come from Mexico. Many non-local visitors have been conditioned to realize that Salem is important; they expect to be told why it is important. Local visitors, however, “know” that Salem is *not* important. The local community – neighborhood – has a negative attitude: “What is there here?” (as though there could only be nothing). A lot of visitors are local neighborhood children.

“Visitors are a complete mixture.”

### **WHAT IS THE SIGNIFICANCE OF THE PARK STORY?**

The interpreters are quite well agreed that the maritime story is the important story which the park has to tell. The men who made Salem great on the seas; Salem’s close relationship to the sea; to give visitors an idea of how great a seaport Salem was (that it was a seaport, not just a witchcraft town or town of Nathaniel Hawthorne or just another old town).

Salem, as a port, was prosperous at an important time in the history of the U.S. – customs revenue for the Federal budget, money made in trade invested in economic development, prestige in showing the new national flag around the world.

The park is the real place where things happened. It has virtually the only remaining commercial structures connected with the maritime trade. And Derby Wharf is the structure of most significance.

### **WHAT ARE THE PATTERNS OF USE?**

The vast majority of visitors arrive by car; a few arrive by school or charter bus. They talk to the ranger in the parking lot, if one is available. A few people go onto Derby Wharf, but most go into the Custom House after looking at the exhibit near the parking lot.

In the Custom House visitors go either into the Hawthorne Room or into the museum. Since moving the Information/Sales Desk into the central hall, however, a large number of people seem to be going directly there before going to the Hawthorne Room or museum. From the museum a small percentage (about 20%) go out the front door; the rest go upstairs.

Visitors stay longer if there are programs available and they learn about them. They may pick up a tour or program at any point depending on announcements. It is often up to the interpreters whether visitors go to the Scale House or Derby House. Unfortunately, however, when a small number of visitors are in the building, they feel that they are imposing on the interpreter in accepting an offer of a tour or program.

There are people who come just to see the Derby House and spend no time looking through the Custom House. Other visitors may take a Derby House tour after wandering through the Custom House. Some people walk out onto Derby Wharf when finished in the Custom House or while waiting for a Derby House tour to begin.

Heaviest visitation is from before lunch to midafternoon. (In the summer there are oftentimes people waiting to get in at 8:30 a.m., and there may not be a break in heavy visitation between 10:00 a.m. and 4:30 p.m.)

#### **MISCELLANEOUS COMMENTS BY THE INTERPRETERS**

The significance of the park cannot be interpreted through the objects; the significance is an abstract idea. Visitors comment on beautiful doors or ship models, not on the men who sailed these little ships over all the world.

The biggest reaction to the audiovisual program is to Salem's decline: "Isn't it sad; isn't it too bad?"

The Scale House is well received because it is live and demonstrable.

Many visitors note the clay "peace pipe" in the Derby House.

Derby Wharf is the least developed part of the site.

The cupola is the only place for an environmental story.

We should have two AV rooms: one for the park story; one for showing a different movie every few months on the environment.

We should develop a good offsite interpretive program that will stress not only historical and cultural continuity, but also environmental awareness.

There are very few questions dealing with the specifics of trade or of ship's nomenclature.

Visitors ask more questions when interpreters are in the museum.

APPENDIX D: THE INTERPRETIVE  
PLANNING TEAM

Alan Kent, Team Captain, Senior Interpretive Planner, Eastern Service Center (HFC)

John Dobrovolny, Park Manager, Salem Maritime NHS

Douglas Sabin, Park Technician, Salem Maritime NHS

Gengean Riley, Park Technician, Salem Maritime NHS

Frank Barnes, Interpretive Specialist, Northeast Region

with the assistance of the Salem Maritime  
Master Plan team:

John Byrne, Team Captain, Planner-Engineer, Eastern Service Center

David Schmidt, Landscape Architect, Eastern Service Center

David Henderson, Architect, Eastern Service Center

Naomi Hunt, Writer-Editor, Eastern Service Center

Orville Carroll, Historic Architect, Boston Group

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