



Alexander Graham Bell

National Historic Site of Canada

Management Plan





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ALEXANDER GRAHAM BELL

Management Plan



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SERVING CANADIANS

THE PARKS CANADA CHARTER

Our Mandate

On behalf of the people of Canada, we protect and present nationally significant examples of Canada's natural and cultural heritage, and foster public understanding, appreciation and enjoyment in ways that ensure their ecological and commemorative integrity for present and future generations.

OUR ROLE

We are guardians of the national parks, the national historic sites and the national marine conservation areas of Canada.

We are guides to visitors from around the world, opening doors to places of discovery and learning, reflection and recreation.

We are partners, building on the rich traditions of our Aboriginal peoples, the strength of our diverse cultures and our commitments to the international community.

We are storytellers, recounting the history of our land and our people – the stories of Canada.

OUR COMMITMENTS

To protect, as a first priority, the natural and cultural heritage of our special places and ensure that they remain healthy and whole.

To present the beauty and significance of our natural world and to chronicle the human determination and ingenuity which have shaped our nation.

To celebrate the legacy of visionary Canadians whose passion and knowledge have inspired the character and values of our country.

To serve Canadians, working together to achieve excellence guided by values of competence, respect and fairness.



Foreword



Canada's national historic sites, national parks and national marine conservation areas are part of a century-strong Parks Canada network which provides Canadians and visitors from around the world with unique opportunities to experience and embrace our wonderful country.

From our smallest national park to our most visited national historic site to our largest national marine conservation area, each of Canada's treasured places offers many opportunities to enjoy Canada's historic and natural heritage. These places serve as sources of inspiration, relaxation, learning and discovery.

As we plan for the years to come, we can encourage lasting connections to our heritage and promote our protected places to be enjoyed in ways that leave them unimpaired for present and future generations.

Our Government's vision is to build a culture of heritage conservation in Canada by protecting these irreplaceable places and offering Canadians exceptional opportunities to build personal connections with our natural and cultural heritage.

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

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

Leona Aglukkaq

Minister of the Environment and Minister responsible for
Parks Canada



RECOMMENDATIONS

Recommended by:

A handwritten signature in black ink, appearing to read 'Alan Latourelle'.

Alan Latourelle
Chief Executive Officer
Parks Canada

A handwritten signature in blue ink, appearing to read 'Blair Pardy'.

Blair Pardy
Field Unit Superintendent
Cape Breton Field Unit
Parks Canada



ACKNOWLEDGEMENTS

The preparation of this plan involved many people. The input of this diverse group of individuals has resulted in a plan that will guide the management of the site for many years. The following individuals have made special contributions to the plan and deserve mention:

Hugh Muller, Former Chair of the Alexander Graham Bell Museum Association and great grandson of Alexander Graham Bell

Shane MacFarlane, Chair, Silver Dart Centennial Association

Aynsley MacFarlane, Former Superintendent, Alexander Graham Bell National Historic Site

Harvey Sawler, President, Forerunner Creative & Tourism Strategies Ltd.



EXECUTIVE SUMMARY

This management plan for Alexander Graham Bell National Historic of Canada provides strategic direction over the next 15 years for achieving Parks Canada's mandate, namely: protecting cultural and ecological resources; facilitating meaningful visitor experiences; and fostering public appreciation and understanding of Parks Canada's heritage places. The plan was developed with Aboriginal, partner, stakeholder and public involvement. It is the primary public accountability document for the site and provides Parks Canada staff and partners and stakeholders with a framework for decision making.

The management plan includes:

- a vision for the future towards which the site will aspire over the next 15 years;
- objectives under three key strategies and an area management approach focusing on the outdoor space;
- an implementation strategy that summarizes planned actions and targets for measuring success; and
- a summary of the Strategic Environmental Assessment.

The three key strategies provide concrete direction to address the major site issues and opportunities while focusing efforts and resources towards achieving the vision.

Key Strategy 1: Creating a dynamic space

The intent of this key strategy is to renew and invigorate the site in order to create a welcoming space for visitors to better experience and connect to the world of Alexander Graham Bell. The national historic site will engage the hearts and minds of visitors, communities and the many partners and stakeholders who are passionate about this special place. Their involvement in the transformation of the site is critical to its success.

This strategy will:

- update interpretation programming and develop a renewed concept for visitor experience opportunities for the site;
- enhance and improve facilities and services to broaden its appeal to potential visitors; and
- heighten the value of Alexander Graham Bell National Historic Site as a leading heritage attraction on the Cabot Trail and within the Village of Baddeck.

Key Strategy 2: Connecting Canadians to the Bell legacy

This key strategy focuses on connecting Canadians to Alexander Graham Bell's legacy and offers opportunities for visitors to explore their own ingenuity through experiences at the national historic site.

The location of the Bell family collection at the national historic site offers an intimate glimpse into the world of Alexander Graham Bell. It relates a very human story about a remarkable man in a way that sets this national historic site apart from others. The narrative of Bell's life and the accomplishments he and his associates achieved during the 30 years that the Bell family spent in Baddeck are inspirational. The legacy of his achievements can be seen in our everyday lives – impacting everything from the way we communicate with each other, to how we travel.



Figure 1: Alexander Graham Bell seated on his self-designed tetrahedral chair.



This strategy will:

- facilitate opportunities to discover and experience Bell's legacy through the Bell family collection;
- increase opportunities for Canadians and international visitors to be inspired by Bell's accomplishments and share stories of his personal life;
- connect the objects of our everyday lives to the inventions of Bell through engaging on-site interpretation; and
- expand opportunities to tell the story of flight.

Key Strategy 3: Family, friends and visitors – A place for community

The focus of this key strategy is to work collaboratively with family, friends and community to enhance opportunities for visitor experience and foster public appreciation and understanding for the national historic site. The site will build on the success of existing relationships and work with new partners and stakeholders to create a welcoming place for community to enjoy.

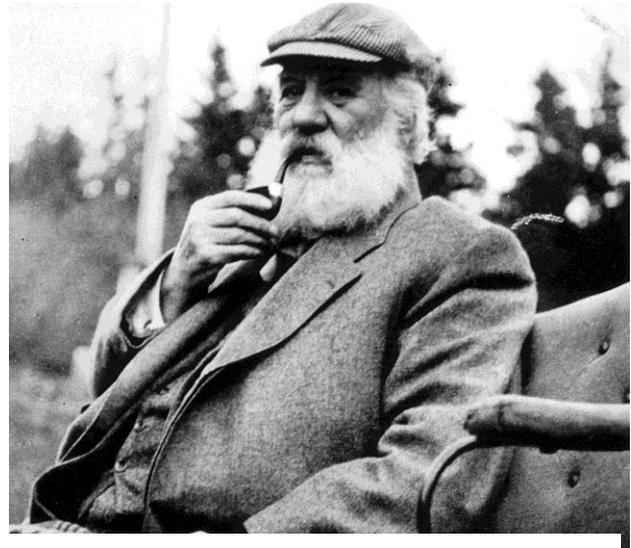


Figure 2: Alexander Graham Bell at Beinn Bhreagh.

This strategy will:

- continue to collaborate with the Bell family in telling the story of Alexander Graham Bell and Mabel Hubbard Bell;
- explore partnering opportunities between the site, the Alexander Graham Bell Museum Association, the Village of Baddeck, Destination Cape Breton Association and other regional and national partners and stakeholders; and
- create a welcoming space for the community to enjoy.



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Figure 3: Alexander Graham Bell National Historic Site overlooking the Bras D'Or Lake UNESCO Biosphere Reserve

1.0 INTRODUCTION

Parks Canada manages national parks, national historic sites and national marine conservation areas on behalf of Canadians. Parks Canada is a proud steward of these heritage places and protects and presents them for the benefit and enjoyment of Canadians while ensuring that these places remain unimpaired for present and future generations.

Management plans are developed for Parks Canada's administered places based on legal requirements and Agency policies with regard to planning and reporting. This third management plan for Alexander Graham Bell National Historic Site is the key accountability document to the Canadian public. This management plan outlines how Parks Canada's legislated mandate of protection, education and enjoyment of the historic site will be met, complies with and reflects the legislation and policies of the Parks Canada Agency and was developed through public consultation. Engagement in developing the management plan affords Mi'kmaq communities, partners, stakeholders, local residents, and the public an effective voice in shaping the future direction of a national historic site.

This management plan provides the framework for decision-making and how Parks Canada, Aboriginal communities, partners, stakeholders and the general public will work together to manage the site in the coming years. It sets clear, strategic direction for the management and operation of Alexander Graham Bell National Historic Site by outlining a vision, establishing a set objectives and outlining an implementation strategy with focused targets and actions. In doing so, this management plan contributes to achieving Parks Canada's vision that *"Canada's treasured natural and historic places will be a living legacy, connecting hearts and minds to a stronger, deeper understanding of the very essence of Canada."*

Management direction presented in this plan ensures that actions undertaken for protection, visitor experience and public outreach activities are integrated and mutually supportive. The plan also ensures the effective use of public funds in site management by providing the means to monitor and measure the effectiveness of the actions. It will guide the development of business plans and work plans. Stakeholder engagement will report on progress towards achieving management plan priorities and allow ongoing dialogue with partners and stakeholders.



2.0 PURPOSE AND SIGNIFICANCE OF ALEXANDER GRAHAM BELL NATIONAL HISTORIC SITE OF CANADA

Alexander Graham Bell National Historic Site was founded on an agreement between Bell's descendants and Parks Canada. In April 1952, following negotiations between the family of Alexander Graham Bell and the Government of Canada, Bell's daughters, Elsie (Bell) Grosvenor and Marian "Daisy" (Bell) Fairchild, offered an extensive collection of artefacts relating to Bell's life and work that had been stored for many years at the Bells' family home, Beinn Bhreagh, near Baddeck. One of the conditions of the transfer was that the artefacts be housed in Baddeck.

In May 1952, the Historic Sites and Monuments Board of Canada (HSMBC) recommended construction of a museum in Baddeck to house these memorabilia. An order-in-council dated May 20, 1954 authorized establishment of the museum (under Section 3(c) of the *Historic Sites and Monuments Board Act*) and the artefacts were transferred to the Government of Canada by an agreement dated October 12, 1955. The site was later established as a national historic park under the terms of the National Historic Parks Order and derives its status as a national historic site from this listing rather than from a recommendation by the HSMBC.

The HSMBC subsequently recommended designation of two of Bell's associates as persons of national historic significance: Frederick Walker "Casey" Baldwin and John Alexander Douglas McCurdy. Although Alexander Graham Bell has not been designated as a National Historic Person, the acquisition of the artefacts in 1955 is presumed to have been based on the understanding that he was a figure of national historic significance and the HSMBC approved the text of a plaque commemorating him in 1977, as part of the major expansion of the Alexander Graham Bell Museum complex. In essence, the HSMBC considered Bell a figure of national historic significance, although it had never explicitly recommended him for commemoration to the minister responsible for the *Historic Sites and Monuments Board Act*.

The original A-frame exhibit building was opened to the public in August 1956 and is now recognized as a Federal Heritage Building. A major expansion of the exhibit complex was undertaken in the 1970s to house the original HD-4 and a full-sized replica of this hydrofoil as well as expanded exhibits, audiovisual theatres and administrative and storage space. Redevelopment in 1995-96 brought improved accessibility, a children's area and the redesign of wayfinding and many exhibits.

Alexander Graham Bell National Historic Site of Canada is a unique exhibit complex of models, replicas, photo displays, artefacts, documents and films. Here, Parks Canada commemorates and interprets the work of Alexander Graham Bell and his associates. The exhibit complex also functions as a centre for the study of Bell's scientific and humanitarian work as illustrated by the artefacts, documents, photographs and other material preserved at the national historic site.

The site's unique and extensive collection is also the largest collection of material related to Alexander Graham Bell's research, which he conducted both at Baddeck and elsewhere: books, photographs, negatives, copies of documents from his personal archives and other personal items including furniture and awards he received during his lifetime. Most artefacts are original, but there are some valuable reproductions, particularly ones



Figure 4: "Visible Storage" exhibit.

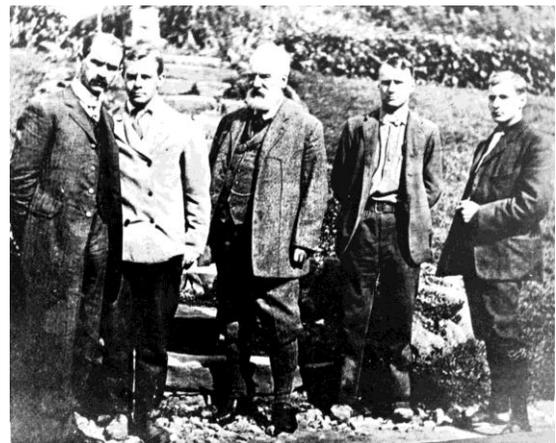


Figure 5: This image commemorates Alexander Graham Bell and his associates. Aerial Experiment Association members (l-r): Glenn Curtiss, F.W. "Casey" Baldwin, Alexander Graham Bell, Lt. Thomas Selfidge and J.A. Douglas McCurdy.



such as the HD-4 reconstruction, which incorporate original parts. Some archival materials are original; others are valuable copies of original transcriptions located elsewhere. There is a wide variety of personal notes, lab notes, and professional papers compiled over the years by Alexander Graham Bell, his family and associates.

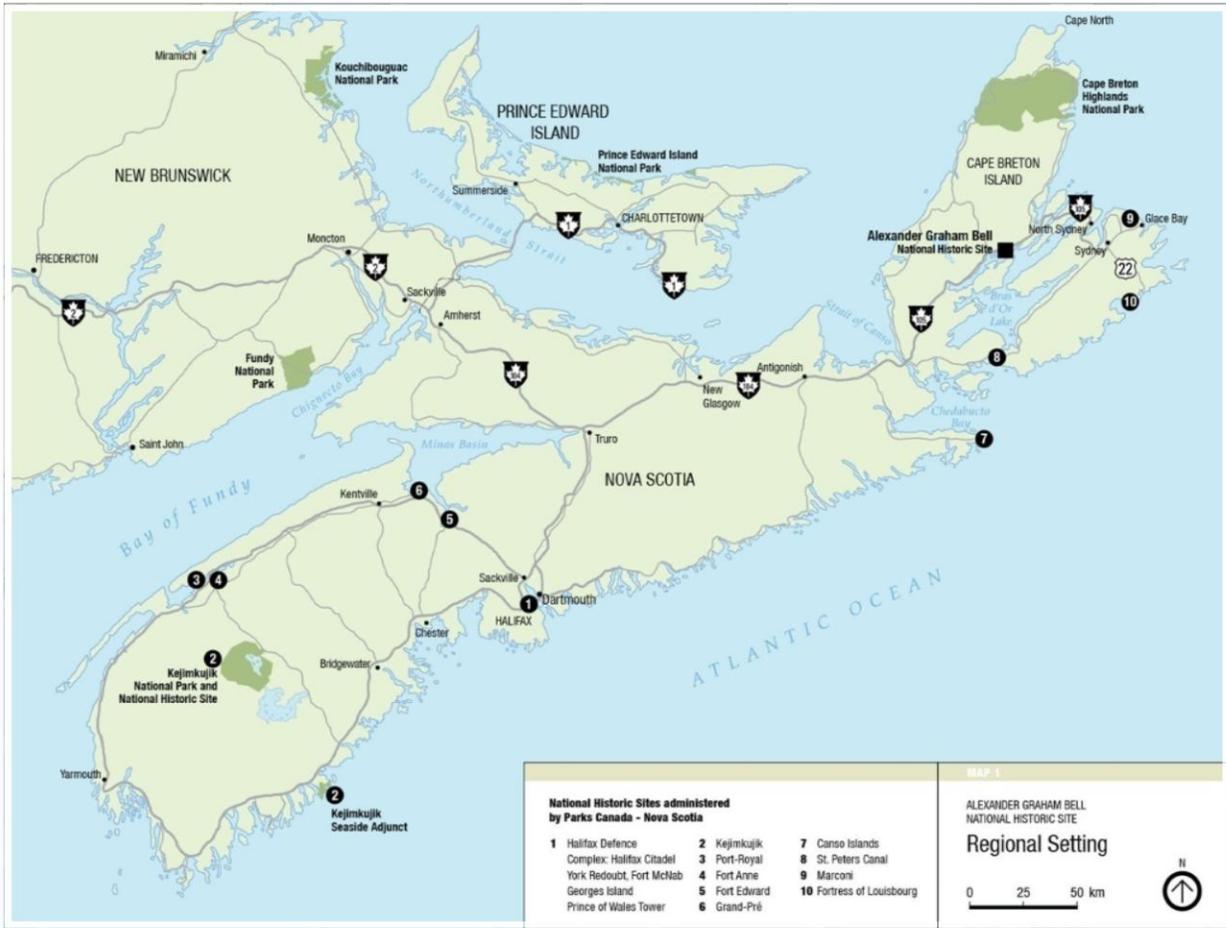


Figure 6: Regional Setting, indicating National Historic Site administered by Parks Canada in Nova Scotia.

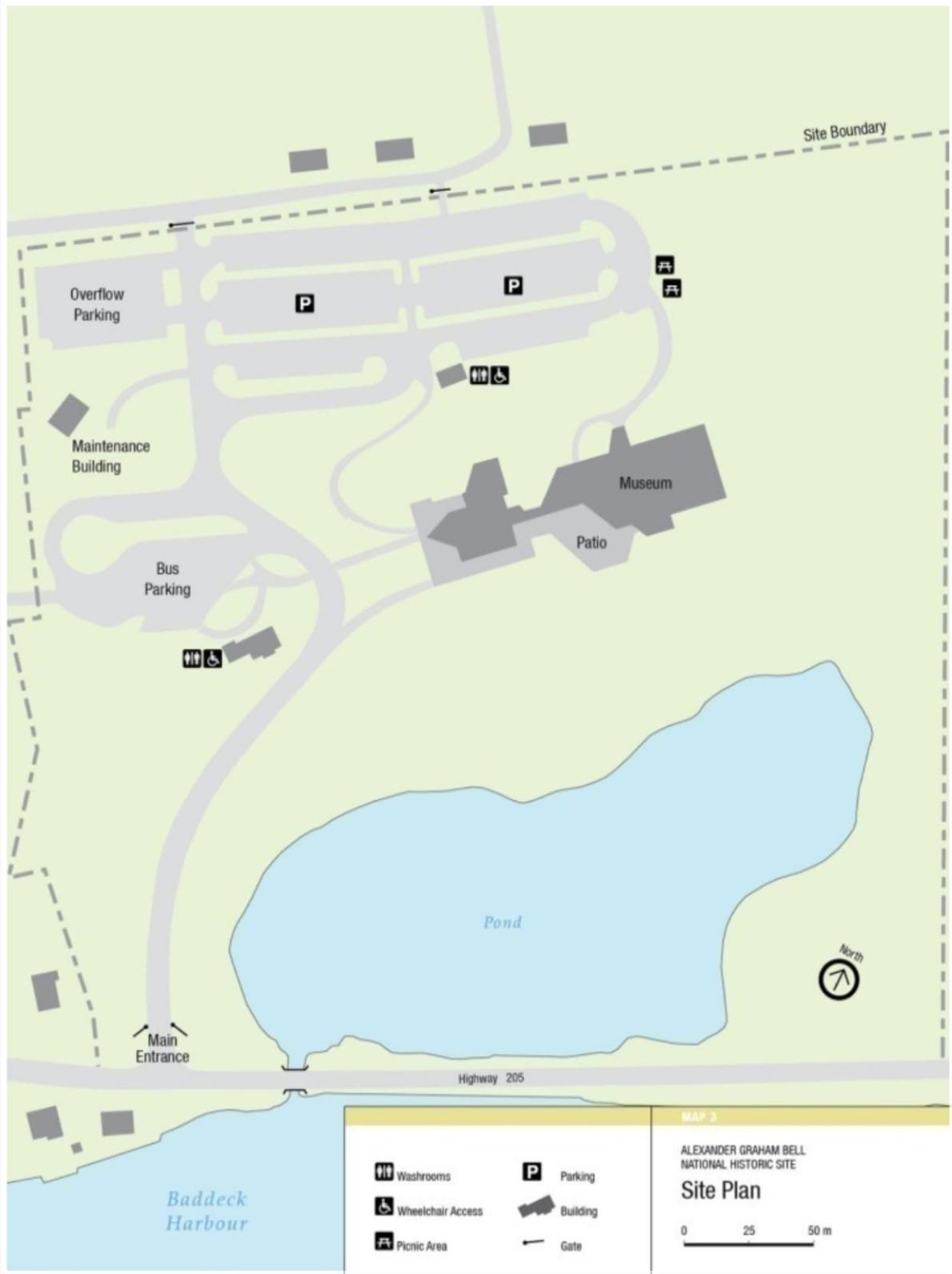


Figure 7: Site Plan for Alexander Graham Bell National Historic Site.



Figure 8: Floor Plan for Alexander Graham Bell National Historic Site.



Figure 9: Full-scale reproduction of Bell and Baldwin's marine record-setting hydrofoil boat HD-4 adjacent to the conserved original hull.

3.0 PLANNING CONTEXT

Region and Community

Alexander Graham Bell National Historic Site is located in Baddeck, Nova Scotia on Cape Breton Island, approximately two kilometres from the Trans-Canada Highway 105 that leads from Port Hawkesbury to North Sydney. The 10-hectare site is situated in a residential area on the edge of the Village of Baddeck - a community of approximately 700 residents and the municipal and service centre for Victoria County. The National Historic Site overlooks Baddeck Bay, part of Bras D'Or Lake, and Bell's summer home Beinn Bhreagh, where much of his scientific work was pursued. Within the community of Baddeck, the Bell family found a welcoming setting in which to carry out Bell's work for over 30 years – where the seeds of his innovation could flourish.

Thanks to the village's beauty, central location on the island and numerous unique experiences in the area, the resort community of Baddeck is often featured in national mainstream and travel magazines with Alexander Graham Bell National Historic Site highlighted as a 'must see' destination. Baddeck is considered to be the beginning and the end of the world famous Cabot Trail and stretches along the shores of the picturesque Bras d'Or Lake. This presents a good



Figure 10: Beinn Bhreagh Hall, early 1900s.



opportunity for the national historic site to capture a portion of the visitors that pass through the island. It was the setting of the beautiful Bras d'Or Lake that so enticed Alexander Graham Bell and Mabel Hubbard Bell to make Beinn Bhreagh (Gaelic for "Beautiful Mountain"), their summer home in 1885 and later their permanent residence.

Beinn Bhreagh and in particular, Bras d'Or Lake, was an ideal environment with the perfect conditions that allowed Bell and his associates to pursue their scientific and aviation interests, and provided the space for Bell to explore his personal interests. It was here that Bell and his associates developed the design for the tetrahedral kite, where the historic first flight of the *Silver Dart* took place and where the HD-4 hydrofoil craft was launched.

The orientation of the national historic site to Bras D'Or Lake provides an important visual connection to an environment that held a special place in Bell's heart. The Bras d'Or Lake and its watershed was designated a UNESCO Man and Biosphere Reserve on June 29, 2011 to become the 16th Biosphere Reserve in Canada and part of a global Biosphere Reserve network. Parks Canada is working with the Bras d'Or Lake Biosphere Reserve Association to celebrate this significant area.

Aboriginal Relations

Bras D'Or Lake or *Pitawpo'q* is of great significance to the Mi'kmaq. This connection that the Mi'kmaq have to Bras D'Or Lake has been communicated through interpretive panels located on the viewing platform on the exhibit building roof. These panels are presented trilingually: in both official languages and in Mi'kmaq. Unveiled in 1997, in collaboration with the Unama'ki committee, these panels are showing the effects of time.

The Mi'kmaq of Nova Scotia claim unextinguished Aboriginal title, treaty rights, and other Aboriginal rights throughout Nova Scotia and adjacent areas of the offshore, including on the federal lands of Alexander Graham Bell National Historic Site.

Parks Canada participates in formal tripartite negotiations with the Mi'kmaq of Nova Scotia at the Made in Nova Scotia process. This forum focuses on resolving issues related to Mi'kmaq treaty rights, Aboriginal rights, including Aboriginal title, and Mi'kmaq governance.

Parks Canada has a duty to consult with Aboriginal peoples regarding matters that may affect asserted Aboriginal or treaty rights. Parks Canada also places a high priority on developing mutually beneficial relationships with Aboriginal people. To these ends, Parks Canada will continue to work with the Mi'kmaq of Nova Scotia on issues related to management planning and other matters of interest to the Mi'kmaq of Nova Scotia.

Parks Canada entered into a process of consultation on this management plan with representatives of the thirteen Mi'kmaq First Nations in Nova Scotia through the Assembly of Nova Scotia Mi'kmaq Chiefs and provided a draft copy of the management plan to the Native Council of Nova Scotia. These consultations provide a good opportunity to share information and build on the collaborative relationship that exists between Parks Canada and the Mi'kmaq of Nova Scotia.



Figure 11: View of Bras d'Or Lake.



Visitors

Visitors to Alexander Graham Bell National Historic Site are introduced to an amazing individual whose life and work continues to touch the world. Young and old are invited to explore the imaginative mind and works of Alexander Graham Bell through on-site interpretation, hands-on experiences, and audio-visual programs. The Site strives to better understand visitor needs and develop a more complete menu of visitor experience opportunities.

Bell's story is presented in three main exhibit halls which display original artefacts, models, photographs, memorabilia and personal items that appeal to a broad range of visitors. Within the site, Bell's family life and his work with associates are revealed including biographical details of his and Mabel Hubbard Bell's life in Baddeck and at Beinn Bhreagh; a comprehensive exploration of his work teaching people who were deaf or hard of hearing to speak; and a detailed study of his Aerial Experiment Association's (AEA) accomplishments pursuing his dream of flight. Original artefacts related to his man-carrying kites and airplanes including the *Silver Dart* airplane are presented, as are the remains of the original HD-4 and a full-sized reproduction that present the hydrofoil experimental work carried out by Bell and Casey Baldwin.



Figure 12: Image showing visitor engagement A visitor attaches the cover to the tetrahedral cell framework she just constructed.

Each year, approximately 70,000 people visit the national historic site. Visitors originate mainly from the United States, Ontario and western and northern Canada. New and return visitors often experience the national historic site through special events held at the site.

Public Outreach Initiatives

Parks Canada aims to reach Canadians at home, at leisure and in their communities through communication and education opportunities designed to increase awareness, understanding and appreciation of Canada's heritage places and the importance of protecting and presenting them. This includes reaching out to Canadians so they may discover, learn about, and create a personal sense of connection to Alexander Graham Bell National Historic Site. Public outreach initiatives foster an awareness and understanding and encourage shared leadership and active participation in supporting the story of Alexander Graham Bell.

The site's outreach program focus includes collaborative activities in the Village of Baddeck and in Sydney, the site's closest urban centre. In order to continue to broaden its reach among Canadians and encourage them to connect to the site remotely, Parks Canada will use the Internet and associated web tools to facilitate public outreach initiatives.

External Communications

Communications tools such as the Parks Canada web site are critical in reaching audiences beyond the site's boundaries. The Alexander Graham Bell National Historic Site web page provides information on Bell's accomplishments, visitor experience opportunities, and upcoming events. Future improvements will ensure the Parks Canada web site is more relevant to Canadians and an improved trip planning tool for future visitors. Parks Canada has ventured into the new media world with the launch of a Twitter and Facebook presence.



Figure 13: Unveiling of new Mabel and Alexander Graham Bell Way signage design. (2010)



A new generation of images and interactivity will go a long way towards raising awareness with a broader audience of Canadians.

Media are key in reaching Canadians where they live, work and play. Local media play a critical role in promoting events and raising awareness of new offers at the site within the immediate area and throughout Cape Breton.

Partner and Stakeholder Engagement

Alexander Graham Bell National Historic Site was founded on an agreement between Bell's descendants and Parks Canada. Due to Alexander Graham Bell's expansive reach and interests during his lifetime, the site has worked collaboratively with several regional, national and international groups and organizations that have been directly associated with Bell or have been inspired by his work. The Alexander Graham Bell Museum Association is the site's cooperating association that works to further the education and interpretation program at the site. In the past, the site has also enjoyed support from a number of corporate entities, including Bell Canada and IBM.

February 2009 marked the centennial of the Flight of the *Silver Dart*. This event sparked local and national interest in Alexander Graham Bell National Historic Site and Bell's work, and expanded the site's reach with partners from across Canada. Following on its work involving the centennial celebrations, the Silver Dart Centennial Association has focused its efforts to realize the building of a prestigious environment to bring the *Silver Dart* home and to encourage the creation of meaningful new experiences that are linked to the *Silver Dart's* permanent exhibition. Parks Canada is working with the Association to support these goals.

Forging new partnering opportunities and enhancing relationships with existing partners and stakeholders is essential to improving visitor experience opportunities, reaching expanded markets and building relevance with Canadians. Parks Canada works with key local groups including the Silver Dart Centennial Association, Bras d'Or Lake Biosphere Reserve Association and the Baddeck Area Business and Tourism Association, international organizations such as the National Geographic Society, as well as corporate groups, to build awareness of the site.

Key Issues

The following issues and challenges for the site were identified in the 2010 State of the Site Report and the 2011 management plan review:

1) Applying the Visitor Experience Cycle

- the number of visitors has been declining since 2005;
- Alexander Graham Bell National Historic Site currently captures a small percentage of area visitors;
- the Parks Canada website was the least used source of information for pre-trip planning (5%); and
- visitor feedback has been that the web site requires extensive renewal to meet their information and trip planning requirements.

2) Community Engagement

- forging stronger linkages to Baddeck and communities of interest will create stronger community partner relationships.

3) Aging Infrastructure and Dated Displays

- the effects of age and weathering are being addressed through additional investment in major repairs; and
- to remain of interest and relevance to Canadians, the displays of the unique complex of models, replicas, photo displays, artefacts, and films require an innovative approach to replacement and refurbishing.



4.0 PARKS CANADA'S CONTINUING MANAGEMENT ACTIVITIES FOR PROTECTED HERITAGE PLACES

The Parks Canada *Guiding Principles and Operational Policies* provide overarching direction on how Parks Canada manages its protected heritage places. They guide the ongoing management of overall program areas and activities that may not be addressed in the management plan itself.

- **Respect for Aboriginal Peoples:** Parks Canada respects Aboriginal rights and land claim agreements. In managing protected heritage places, Parks Canada will work collaboratively with Aboriginal peoples to incorporate traditional knowledge, values and cultural heritage. Building mutually beneficial relationships with Aboriginal communities is a priority for Parks Canada.
- **Commemorative Integrity:** Parks Canada manages its national historic sites to achieve “wholeness,” that is: articulating the reasons for a site’s designation; identifying the designated place, the resources and their values, the messages of national significance, and all other relevant values and messages; and by managing the site in a manner that respects its historic fabric and associated values and messages.
- **Public Outreach Initiatives and External Communications:** Through public outreach initiatives and external communications activities, Parks Canada will promote Canadians’ appreciation and understanding of Parks Canada’s mandate and conservation work, and encourage them to support and contribute to the protection and presentation of Parks Canada protected heritage places.
- **Stakeholder and Partner Engagement:** Parks Canada protected heritage places will be managed in a manner that recognizes the role and value of partners, constituents and stakeholders, and engages them in a way that responds to their needs and expectations and aims to share leadership for and management of, protected heritage areas.
- **Visitor Experience:** The lifestyles and values of Canadians are changing as a result of significant demographic shifts, as are their attitudes towards travel and leisure. Travellers have more choice, are better informed, and want a bigger role in choosing and creating their travel experiences. Parks Canada will increase and continually update its understanding of the needs and expectations of travellers, and will offer unique, authentic, interactive, personalized and diverse experiences that respond to Canadian interests and reflect their stories.
- **Environmental Stewardship:** Parks Canada protected heritage places will be managed in a manner that minimizes negative environmental impacts and encourages innovative approaches employing environmentally sound technologies and practices.
- **Sustainable Tourism:** Parks Canada is the largest provider of natural and historic tourism products in Canada and its iconic destinations form the cornerstones of the Canadian tourism industry. Parks Canada supports sustainable tourism and works in collaboration with tourism providers.
- **Monitoring and Reporting:** Parks Canada systematically monitors a protected heritage place’s condition and trends in terms of resource protection, public appreciation and understanding and visitor experience.

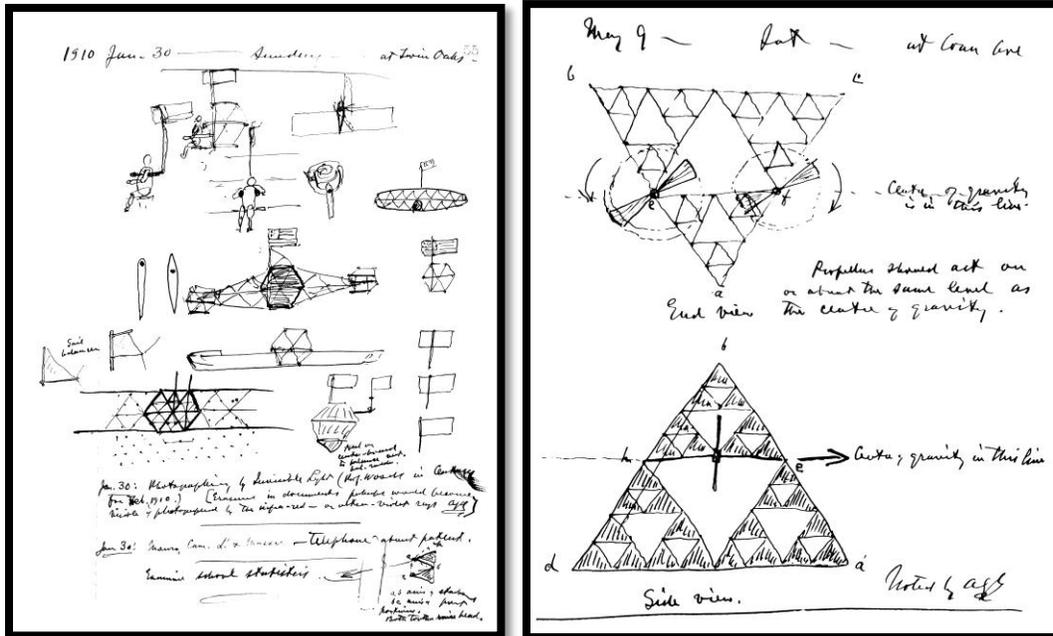


Figure 14: Sketches by Alexander Graham Bell. “I believe that it will be possible in a very few years for a person to take his dinner in New York at 7 or 8 o’clock in the evening and eat his breakfast in Ireland or England the following morning.” Alexander Graham Bell (1896).

5.0 VISION

The vision for the Alexander Graham Bell National Historic Site...

A waterbug becomes the world’s fastest boat. Sunlight transmits the sound of laughter. Staring out onto Baddeck Bay, the impossible becomes possible. Here, the contemplative calm of the sparkling Bras d’Or Lake became an inventor’s paradise, his inspiration. And like the grounds of Beinn Bhreagh before it, the Alexander Graham Bell National Historic Site is a testing ground for new technology, new ways of thinking.

Just as the Bells hosted visitors and locals alike, the museum, too, draws people from all over the world to find muse in nature, to stand in awe of both Bell ‘the genius’ and Bell ‘the humanitarian’, to marvel at the accomplishments and strength of the exceptional Mabel Bell and to celebrate tangible proof that ideas great and small can plant the seeds of discovery for generations. This is a place for community gatherings – a place to connect to the extraordinary beauty of the landscape that so captivated the Bells.

To enter the front doors is like entering the beehive that was Bell’s mind, pulling you into his world. One is surrounded by his fantastical ideas as images and sounds of his inventions great and small appear and disappear on the windows and panels around you. Everything feels alive and electric as you walk through the site, enthralled by the marvels he and his associates created. The many experiments and displays are reminiscent of the trials Bell put his own ideas through. Learning by doing, expecting the unexpected, your inner child is inspired.

This is not a typical museum. This is an interactive, dynamic place, inspiring you to experience and think in new ways, see through new eyes – compelling to visit, compelling to return.



6.0 KEY STRATEGIES WITH OBJECTIVES

KEY STRATEGY 1: Creating a Dynamic Space

This strategy will look at ways to renew and reinvigorate the site to create opportunities for visitors to more truly appreciate the genius of Alexander Graham Bell.

The site will be a place of hands-on activities – a playground for flying kites and inspiring discovery and enjoyment for all ages.

The site's main entrance will be redesigned to better orient visitors and create a more dynamic and welcoming gateway to the site with a newly integrated retail and café area. This will allow visitors to soak in the natural light of the windowed A-frame structure while enjoying tea and oatcakes, peruse the book store or simply watch the kites soar in front of the beautiful Bras D'Or Lake.

Once inside, the Bell story will be told in engaging and innovative ways, and from unique perspectives. Whether it is the Bell family, telephone and aviation industries, the National Geographic Society or the hearing impaired, all voices will contribute to a fuller experience of Alexander Graham Bell's rich legacy. Sound will be interwoven into the interpretation fabric as a reflection of Bell's passion for music and his commitment to the study of sound. The site will become a model of accessibility.



Figure 15: Creating dynamic experiences at Alexander Graham Bell National Historic Site.

The involvement of the community, partners and stakeholders is critical to developing this strategy. A dynamic space is not only infrastructure and interpretation, but people and connections. A fundamental focus is to rethink existing uses and broaden its appeal to diverse groups that may want to use the site for any number of reasons such as community or special events.

A dynamic space allows the Bell story to take flight and promotes individual exploration. Visitors, partners and the community will leave with a passion for this special place, life-long memories and a real desire to return. This, after all, is not your typical museum.

Objective 1: A dynamic space is created at Alexander Graham Bell which welcomes visitors upon entry and invites them to discover Bell's world.

Objective 2: Visitors connect to the Alexander Graham Bell story through engaging and memorable experiences.

Objective 3: The stories of those whose lives have been, and continue to be touched by Alexander Graham Bell today are shared with visitors.

Objective 4: The potential for the site to host special events is enhanced.



KEY STRATEGY 2: Ideas take flight – Connecting Canadians to the Bell legacy

This key strategy aims to introduce Alexander Graham Bell National Historic Site to new generations of Canadians and instill Bell's legacy in the hearts and minds of the people of Canada and beyond.

The Bell family collection is part of the tangible expression of the deep sense of connection people feel to the human story of Alexander Graham Bell. The collection and the opportunity to be introduced to 'the genius' of Bell and Bell 'the humanitarian' distinguish this national historic site from any other attraction. Canadians can experience the most compelling resources that speak to the stories of Alexander Graham Bell's life and work in Baddeck – a place where they can dream as Bell once did and explore their own ingenuity.

The telephone that Bell invented, his work with the deaf, the flight of the *Silver Dart* were all incredible achievements, but it is the legacy of these achievements that link the future and present with the past. His extraordinary vision changed our world - how we communicate with each other and how we travel. The site will explore how the genius of Alexander Graham Bell continues to have a direct impact on our everyday modern life.



Figure 16: "Ideas take flight". A place to spread your wings and let your imagination soar.

Objective 1: The site facilitates engaging opportunities for Canadians to make connections between Alexander Graham Bell's inventions and current-day technologies.

Objective 2: Partners and stakeholders work with the site to better tell Bell's story of flight.

Objective 3: The Bell family collection that represent the national historic significance of Alexander Graham Bell are not impaired or under threat.

Objective 4: Canadians appreciate and understand Bell's legacy and the associated collection.

KEY STRATEGY 3: Family, friends and visitors – A place for community

This key strategy aims to better connect to the surrounding community and create a welcoming space for community to enjoy.

Work will focus on strengthening the strong ties that have developed with the Bell family, friends of the site, the Village of Baddeck and surrounding communities to present this special place for Canadians to enjoy, enhance opportunities for visitor experience, and foster public appreciation and understanding. The site will continue to build on the successes of existing relationships such as those developed through the 2009 Centennial Celebration of Flight and to work with new partners and stakeholders regionally and nationally. Parks Canada will continue to work collaboratively with the Bell family to relay the story of Alexander Graham Bell and Mabel Hubbard Bell to visitors. Partnering opportunities will be encouraged between the site, the Alexander Graham Bell Museum Association, the Village of Baddeck, Destination Cape Breton Association, Aboriginal communities and other regional and national partners and stakeholders.



Figure 17: An Olympic Torch Relay "Community Route" destination (2009).

Community was an important part of the Bell family life and inspired their yearly 'Harvest Home' celebration at Beinn Bhreagh. The spirit of Harvest Home continues today as an annual event on site. In keeping with this spirit, the site will be positioned as a gathering place for community and improved connections will be made with the Village of Baddeck. With the Village marketing itself as the beginning and the end of the Cabot Trail and as a key tourist destination in Nova Scotia, a number of opportunities are available to Parks Canada to work with the Village of Baddeck on mutually beneficial tourism initiatives that will promote the site to new and returning visitors. Bras D'Or Lake is of great significance to the Mi'kmaq of Nova Scotia. The site will strengthen its relationships with local Mi'kmaq communities to tell the stories of the historical ties that Mi'kmaq have with the Mi'kmaq in Unama'ki.

Objective 1: The stories of Alexander Graham Bell and Mabel Hubbard Bell are enhanced through ongoing collaboration with the Bell family.

Objective 2: Partnering opportunities between the site, the Alexander Graham Bell Museum Association, and new and existing partners, stakeholders and Aboriginal communities raises the profile of the site and the Village of Baddeck.

Objective 3: Alexander Graham Bell National Historic Site is positioned as a place for community by becoming a welcoming and enjoyable space.

Objective 4: Greater involvement with regional tourism strategies results in an increased awareness by visitors of the national historic site and the Village of Baddeck.



Figure 18: Mabel and Alexander Graham Bell at Beinn Bhreagh.



7.0 AREA MANAGEMENT APPROACH WITH OBJECTIVE

AREA MANAGEMENT APPROACH 1: The grounds of Alexander Graham Bell National Historic Site

The site's expansive grounds and beautiful setting with sweeping views of Baddeck Bay and Beinn Bhreagh offer significant opportunities to develop its potential as a special events venue. The ability of the site to successfully host and provide an inspiring setting was demonstrated with the various events surrounding the 100th



anniversary of flight. This success will be expanded upon to include other theme-related events or events unrelated to the National Historic Site's history that will draw first-time visitors to the site and give local community members or repeat visitors a reason to return. This will include concerts, festivals, art or theatre events, farmer's markets, local food and wine events, and weddings.

Objective 1: The outdoor space at Alexander Graham Bell National Historic Site enhances visitor experiences and connects visitors to the importance and beauty of the Bras d'Or Lakes.

Figure 19: Retrieved Bras d'Or Lake views.

8.0 IMPLEMENTATION STRATEGY WITH TARGETS AND ACTIONS

KEY STRATEGY 1: Creating a Dynamic Space

Implementation timeframes are provided in the short, medium and long term. Generally, a short timeframe is one to three years, medium is four to six years, and long is seven to ten years.

Objective 1: A dynamic space is created at Alexander Graham Bell National Historic Site which welcomes visitors upon entry, stimulates their imagination and invites them to discover Bell's world.

Targets:

- Maintain a high level of visitor satisfaction (>85%) to Alexander Graham Bell National Historic Site related to facilities, and the quality and availability of services offered.
- Partners and stakeholders consistently report that the building meets their spatial needs.
- An increase in the use of the site is seen year after year.

Actions and Implementation Timeframe	Short-term	Medium-term	Long-term
1. Improve visitor access to the world of Bell through a well-orientated point of entry and by creating a sense of welcome that draws visitors into the site.	✓		
2. Re-design the exhibits within the A-frame area that better integrates new retail and a café and meets the needs and expectations of visitors.	✓	✓	✓
3. Create a vibrant, lively and welcoming atmosphere that encourages use of the site.	✓	✓	✓



4. Communicate improvements at Alexander Graham Bell National Historic Site to increase public awareness and promote the site as a leading heritage attraction on the Cabot Trail and within the Village of Baddeck.		✓	✓
5. Create opportunities for visitors to experience music and sound at the Alexander Graham Bell National Historic Site that was so much a part of Bell's world.	✓	✓	✓
6. Incorporate green technologies to site upgrades wherever possible.	✓	✓	✓
7. Perform a comprehensive accessibility assessment related to mobility, sight and sound.	✓		

Objective 2: Visitors connect to the Alexander Graham Bell story through engaging and memorable experiences.

Targets:

- Maintain a high level of visitor satisfaction (>85%) to Alexander Graham Bell National Historic Site related to facilities, and the quality and availability of services.
- Maintain a high rating (>85%) received from visitors who consider Alexander Graham Bell National Historic Site meaningful to them.

Actions and Implementation Timeframe	Short	Medium	Long
1. Enhance existing displays and exhibits with a blend of museum technologies that meet the needs and expectations of visitors and presents Alexander Graham Bell's work in innovative and interactive ways.		✓	
2. Enhance the thematic continuity (flow) of the site to improve visitor experience.		✓	
3. In the context of her role with Alexander Graham Bell, improve opportunities to learn about Mabel Bell in the overall site presentation.	✓	✓	
4. Offer visitors opportunities to experience the site through unique, interpretive, hands-on experiences that meets their expectations and leaves them with a sense of connection to Bell's story.	✓		

Objective 3: The stories of those whose lives have been, and continue to be touched by Alexander Graham Bell today are shared with visitors.

Target:

- Interpretation materials and presentations include stories told from a variety of perspectives and story holders.

Actions and Implementation Timeframe	Short	Medium	Long
1. Encourage key partners and stakeholders to be involved in the presentation of their stories that speak to their connection with Alexander Graham Bell through their own voices.	✓	✓	✓



2. Review programming and presentation at Alexander Graham Bell National Historic Site to ensure it meets a wide range of visitor needs and expectations.	✓		
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Objective 4: The potential for the site to host special events is enhanced.

Targets:

- The number of special events is increased at the site by 10% (baseline 2010).
- The use of the site by corporate and community-based organizations is increased year after year.

Actions and Implementation Timeframe	Short	Medium	Long
1. Heighten the profile of Alexander Graham Bell National Historic Site as a place to hold special events to draw first-time and repeat visitors to the Village of Baddeck and region.	✓	✓	✓
2. Involve stakeholders, partners and the Mi'kmaq of Nova Scotia in the planning of community events at the site.	✓	✓	✓
3. Encourage partnering with corporate and community-based organizations to increase the use of the site for special events and activities.	✓	✓	✓

KEY STRATEGY 2: Ideas take flight – Connecting Canadians to the Bell Legacy

Objective 1: Visitors take with them the seeds of discovery, having been inspired by the wonders of Bell's accomplishments.

Target:

- Maintain a high rating (>85%) received from visitors who consider Alexander Graham Bell National Historic Site meaningful to them.

Actions and Implementation Timeframe	Short	Medium	Long
1. Increase opportunities for the public to learn about Alexander Graham Bell's interests and achievements (both scientific and personal) through engaging, on-site experiences.	✓	✓	✓
2. Enhance and expand hands-on learning and experimentation offers that inspire imagination and one's sense of discovery.	✓	✓	✓
3. Showcase Alexander Graham Bell's many accomplishments through the use of storytelling and interpretive sketches.	✓	✓	✓

Objective 2: The site facilitates engaging opportunities for Canadians to make connections between Alexander Graham Bell's inventions and current-day technologies.

Target:

- Multi-sensory exhibits and immersive experiences that define the current museum generation are installed.



Actions and Implementation Timeframe	Short	Medium	Long
1. Enhance interpretation on-site that facilitate opportunities for visitors to connect the objects of their everyday life back to the past inventions of Alexander Graham Bell in engaging ways.	√	√	√
2. The interconnectedness of Alexander Graham Bell's personal and professional life is told through innovative, on-site interpretation.	√	√	√
3. Institute audio enhancement techniques and apparatus into all interpretation and on-site services.	√		

Objective 3: Partners and stakeholders work with the site to better tell Bell's story of flight.

Actions and Implementation Timeframe	Short	Medium	Long
1. Actively seek out partnering opportunities with communities that have a vested interest in Alexander Graham Bell's story of flight such as the aviation community.	√	√	√
2. Continue the cooperative working relationship with the Silver Dart Centennial Association in their efforts to bring the <i>Silver Dart</i> to Alexander Graham Bell National Historic Site.	√	√	√

Objective 4: The Bell family collection that represents the national historic significance of Alexander Graham Bell is not impaired or under threat.

Targets:

- Maintain the Commemorative Integrity rating of 8/10 (baseline 2010).
- Maintain and/or improve the stable conditions ratings for the museum buildings by 2016.

Actions and Implementation Timeframe	Short	Medium	Long
1. Improve the resource condition rating of the building through the repair of the roof (water leaks) and additional maintenance to the buildings.	√	√	√
2. Maintain the high level of care that the on-site collection receives and 'good' rating received in the 2010 State of the Site Report.	√	√	√

Objective 5: Canadians appreciate and understand Bell's legacy and the associated collection.

Targets:

- 85% of visitors surveyed at the site consider that they learned about the cultural heritage of Alexander Graham Bell National Historic Site.
- The number of website visits is increased by 25% (baseline 2010) over the management plan period.



Actions and Implementation Timeframe	Short	Medium	Long
1. Offer opportunities for Canadians to experience, discover and appreciate the site's resources and Bell's legacy off-site through public outreach initiatives and an enhanced web and social media presence.	√	√	√
2. With the involvement of partners and stakeholders, explore new ways to tell the story of the legacy of Bell's work.	√	√	√
3. Facilitate opportunities with Aboriginal communities, partners and stakeholders that are mutually beneficial and allow Park's Canada to reach wider audiences.	√	√	√

KEY STRATEGY 3: Family, friends and visitors – A place for community

Objective 1: The stories of Alexander Graham Bell and Mabel Hubbard Bell are enhanced through ongoing collaboration with the Bell family.

Actions and Implementation Timeframe	Short	Medium	Long
1. Work with the Bell family to offer a more comprehensive and engaging presentation of Mabel Bell.	√		
2. Position Alexander Graham Bell National Historic Site as a trustee of Bell artefacts internationally.	√		
3. Profile the works and stories of Canadians who worked with Bell during his time in the Baddeck area.	√	√	√
4. Further research the possible connection Alexander Graham Bell had with the Mi'kmaq of Unama'ki during his time in the Baddeck area.	√		

Objective 2: Partnering opportunities between the site, the Alexander Graham Bell Museum Association, and new and existing partners, stakeholders and Aboriginal communities to raise the profile of the site and the Village of Baddeck.

Target:

- Engage at least one new partner yearly over the length of the management plan.

Actions and Implementation Timeframe	Short	Medium	Long
1. Partner with local community organizations, Aboriginal communities and tourism interests of Baddeck to support, co-host and promote special events and festivals within the local and cultural communities of Cape Breton.	√	√	√
2. Explore opportunities with key national and regional partners to expand our reach to tell the story of Alexander Graham Bell.	√	√	√



3. Explore opportunities to partner with third-party operators to develop programs and activities that respond to niche markets, eg) aviation, boating, kites and communication.	✓	✓	✓
4. Work with the Mi'kmaq of Nova Scotia to present their culture and heritage to visitors to encourage a deeper awareness of the connection that the Mi'kmaq have with Bras D'Or Lake.	✓	✓	
5. Involve the Aboriginal community to present their voices in on-site interpretation and visitor experience programs at the national historic site.	✓	✓	
6. Support Aboriginal employment and economic benefits initiatives where possible, and explore opportunities to cross-promote activities and programming that are mutually beneficial.	✓	✓	✓

Objective 3: Alexander Graham Bell National Historic Site is positioned as a place for community by becoming a welcoming and enjoyable space.

Target:

- The level of community involvement at the site is increased as evidenced by growing support and involvement for site programming and community events.

Actions and Implementation Timeframe	Short	Medium	Long
1. Strengthen connections with the Village of Baddeck through hosting and/or participating in activities that take place in the Village.	✓	✓	✓
2. Engage community in planning future enhancements to the site and improvements to programming to create a space that meets their needs and expectations.	✓	✓	
3. Improve Parks Canada web content on the Village of Baddeck and explore ways to cross-promote Parks Canada's web site with community and partner web sites.	✓	✓	
4. Explore the role of Alexander Graham Bell National Historic Site in celebrating the designation of the Bras D'Or Lake and its watershed as a UNESCO Man and Biosphere Reserve given Alexander Graham Bell's interests in Bras D'Or Lake and protecting the environment.	✓	✓	
5. Work with tourism interests of Baddeck to launch an annual Baddeck-Bell International Kite Flying Festival.	✓	✓	✓
6. Actively promote a connection between the site and the main street of the Village of Baddeck.	✓	✓	✓

Objective 4: Greater involvement with regional tourism strategies results in an increased awareness by visitors of the national historic site and the Village of Baddeck.

Target:

- Visitation will be maintained at the 2010/11 levels with the aim of meeting business plan targets.



Actions and Implementation Timeframe	Short	Medium	Long
1. Target marketing and promotions to capture a greater percentage of visitors that visit Cape Breton Island and deliver on the primary travel motivators for visitors to the Atlantic Provinces.	√	√	√
2. Work with key tourism stakeholders and partners such as the Tourism Industry Association of Nova Scotia, the Sydney Port Authority and Destination Cape Breton Association to create tourism strategies that would expose new markets to the site and encourage visitation.	√	√	√
3. Employ the use of social science tools to assist with the identification of target markets, market promotion and new product development.	√	√	√

AREA MANAGEMENT APPROACH 1: The grounds of Alexander Graham Bell National Historic Site

Objective 1: The outdoor space at Alexander Graham Bell National Historic Site enhances visitor experiences and connects visitors to the importance and beauty of Bras d'Or Lake.

Target:

- The visibility of people using the outdoor space increases by 2017.

Actions and Implementation Timeframe	Short	Medium	Long
1. Landscape the lower property and trails to improve opportunities for visitors to appreciate viewscapes of Bras D'Or Lake, visitor experience opportunities on-site, and the connection with the Village of Baddeck.	√	√	√
2. Create an outdoor space with input from partners and stakeholders that encourages community and recreational gatherings and local stewardship and create a sense of place.	√	√	
3. Work with the Aboriginal community to update exhibits that tell their stories and their connection with Bras D'Or Lake in ways that are meaningful to them.	√	√	
4. Partner with local community organizations, Mi'kmaq of Nova Scotia and tourism interests of Baddeck to support, co-host and promote special events and festivals within the local and cultural communities of the Island.	√	√	√



9.0 SUMMARY OF STRATEGIC ENVIRONMENTAL ASSESSMENT

Parks Canada is responsible for assessing and mitigating the impact of its actions on ecosystems and cultural resources. The *Cabinet Directive on the Environmental Assessment of Policy, Plan and Program Proposals* prepared by the Canadian Environmental Assessment Agency, requires a strategic environmental assessment (SEA) of all plans and policies submitted to the federal Cabinet or to a Minister for approval, including management plans for national historic sites.

Accordingly, an SEA of the objectives, programs, and management actions outlined in this management plan was carried out. The objectives of the strategic environmental assessment were:

- to ensure that the strategic directions and specific proposals contained within the plan respect and support the commemorative integrity goals for Alexander Graham Bell National Historic Site;
- to assess the implications of various alternatives considered in the plan, to enhance positive effects and avoid or mitigate negative effects;
- to ensure that the plan adequately addresses the multiple stressors and concerns relating to the residual and cumulative effects; and
- to document the potential tradeoffs and implications, including both positive and adverse residual impacts of the overall plan.

Review of the proposed strategic direction and specific actions proposed in the draft management plan for Alexander Graham Bell National Historic Site indicates that the management plan is fully consistent with federal policy and legislation governing national historic sites administered by Parks Canada. Further, the plan has been reviewed against the *Federal Sustainable Development Strategy (2010)* in support of the strategy's goals and targets. The management plan recognizes Parks Canada's commitment to identifying, protecting and presenting the cultural resources at Alexander Graham Bell National Historic Site and working with stakeholders to protect the cultural heritage of the site.

The SEA included evaluation of cumulative environmental effects from all proposed actions. It also considered the full range of potential impacts on the natural and cultural values of the national historic site, both from ongoing operations and from proposed actions.

The management plan proposes a few management actions that may have some adverse environmental impact. However, it is expected that these impacts can be mitigated once they are examined more closely during project-specific environmental impact analysis pursuant to the Parks Canada Interim Management Directive on Implementation of the *Canadian Environmental Assessment Act 2012* or under the Cabinet Directive on the Environmental Assessment of the Policy, Plan and Program Proposals.

The following may be subject to project-specific environmental impact analysis:

- new cafe and retail area construction;
- issuance of a license of occupation;
- special events taking place on site;
- upgrades to the site;
- maintenance to the buildings;
- future enhancements to the site; and
- landscaping the lower property and trails to improve viewsapes, etc.

Collectively, the strategic direction and management actions outlined in the management plan will contribute to an overall improvement in the commemorative integrity of Alexander Graham Bell National Historic Site.



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GLOSSARY

Commemorative Integrity: A historic place may be said to possess commemorative integrity when the resources that symbolize or represent its importance are not impaired or under threat, when the reasons for its significance are effectively communicated to the public, and when the heritage value of the place is respected.

Cultural Resource: A human work or place that gives evidence of human activity or has spiritual or cultural meaning, and which has been determined to have historic value.

Cultural Resource Management: Generally accepted practices for the conservation and presentation of cultural resources, founded on principles and carried out in a practice that integrates professional, technical and administrative activities so that the historic value of cultural resources is taken into account in actions that might affect them. In Parks Canada, Cultural Resource Management encompasses the presentation and use, as well as the conservation of cultural resources.

Partner: A partner refers to an organization that is in a working relationship with Parks Canada. This working relationship is based on mutual benefit and a clear agreement that sets out shared goals and objectives and the terms of the arrangement. Partners can be from the not-for-profit sector (such as NGOs, academia, cooperative associations etc.), other governmental organizations (OGD) and the for-profit sector.

Explorer Quotient: Explorer Quotient is a new value-based market segmentation tool that Parks Canada introduced in 2007 as a way to match visitors' interests, expectations and desires with relevant opportunities for experience.

Field Unit: An administrative division developed by Parks Canada combining the management and administration of one or more national park(s), national historic site(s), marine conservation area(s) or historic canal(s).

National Historic Site: Any place declared to be of national historic interest or significance by the Minister responsible for Parks Canada.

Strategic Environmental Assessment: The systematic and comprehensive process of evaluating the environmental effects of a policy, plan or program and its alternatives. A SEA is needed when there is a proposed policy, plan or program that requires Cabinet or Ministerial.

Stakeholder: A person or organization with an interest in Alexander Graham Bell National Historic Site. Organizations may include both government and non-government organizations, commercial, and for profit and non-profit organizations.

State of Report: This report provides a synopsis of the current condition of a national park, national historic site, or national marine conservation area, and assesses performance in meeting established goals and objectives for indicators associated with the Agency's mandate.



Appendix 1

2010 State of the Site Summary *

INDICATOR (Examples)	STATE	RATIONALE Summary of state and accomplishments over last 5 years to maintain or improve that state
Resource Conservation - Commemorative Integrity (overall rating is 8 out of 10 – <i>Minor impairment</i>)		
Resource Condition	●-	The objects receive a high level of care, which is reflected in the good condition of most of the collection. The museum building, which is a Level 2 resource, is in fair condition. There is a continued problem with water leaking through the roof. The issues with the roof place the resource condition between Good and Fair.
Effectiveness of Communications	●↓	The communication program is appropriately focused on the life and work of Alexander Graham Bell. The interpretive program benefits from the size and excellence of the collection and the substantial museum space which houses the exhibits and collections. However, it is also clear that in an age of technology and information at our fingertips and at a site that commemorates the genius of Alexander Graham Bell, more effort needs to be placed on creating a dynamic and positive first impression, and meeting visitor needs and expectations through the use of the very technological innovations that Bell's work inspired.
Selected Management Practices	▼ ↔	Selected management practices is rated fair, indicating some minor improvements are warranted in the cultural resource management of the national historic site. Since the original evaluation in 2002, site management has addressed the issue with the Kite House photo collection and it is now resolved completely. Remedial action has been taken to address the concern with the HVAC system, which has been resolved, while there remain ongoing concerns about the roof.
Visitor Experience (trend)		
Visits	↓	The site's overall person visits are in decline. Although visitation has remained steady over the last three years (-3%), between 2003/04 and 2009/10 person visits dropped over 24%.
Learning	↑	Most visitors participate in learning activities at Alexander Graham Bell National Historic Site. In 2008, 87% reported participating in at least one learning activity. Exhibits (96%), films (87%) and self guided tour (87%) represented the highest levels of participation from visitors. It is also worth noting that all of the programs have a higher level of satisfaction in 2008 over 2003 levels.
Enjoyment	↑	Alexander Graham Bell National Historic Site has been meeting or exceeding corporate benchmarks for visitor satisfaction for over a



		decade. Trends for satisfaction have been on the increase for almost all visitor services, facilities and activities.
Satisfaction	↑	94% of visitors surveyed for the 2008 Visitor Information Program (VIP) reported that they were satisfied with their visit to the site. 67% of visitors reported that they were very satisfied with their visit. This is consistent with the results of the 2003 VIP, where 94% of visitors reported they were satisfied and 66% reported they were very satisfied.
Meaning	N/R	Trend cannot be measured. In the 2008 VIP, visitors were asked if, now that they had visited the site, the location was more meaningful to them. 87% agreed that it was.
Public Appreciation and Understanding		
Appreciation and Understanding	N/R	Trend cannot be measured. This indicator is currently being monitored at the National level.
Support	N/R	Though no direct reporting has taken place, the number of formal and informal relationships developed in recent years illustrates increasing cooperation among partners and stakeholders in the promotion, protection, presentation and public education outreach, which suggests an improving trend for this indicator.

* **Note:** This table represents a summary of issues identified in the 2010 State of the Site Report. Some of the identified issues have since been resolved through recent management actions.