

A Year in Review | Diefenbunker: Canada's Cold War Museum



A YEAR OF INNOVATION

>> A Message from Our Executive Director and Our Board Chair

In 2022, the Diefenbunker made significant strides forward, presenting new and unique visitor offerings and regaining our footing after two years of interruptions and adaptations due to COVID-19. Despite the pandemic's major impacts on the tourism industry, the Diefenbunker team has bounced back with renewed energy and a revitalized Strategic Plan, setting a new series of ambitious objectives to guide the organization's growth and excellence from 2022 to 2024.

We more than doubled our attendance over the previous year, welcoming almost 47,000 visitors in 2022. We also launched a Cold War Speaker Series, premiered our signature educational programs in a virtual format, and introduced renewed Annual Pass and Membership programs. For the first time since 2019, we opened our blast doors for Doors Open Ottawa and on Canada Day.

The Diefenbunker strives to showcase new and engaging connections to Cold War history. In our 2022 Artist-in-Residence exhibition *Justin Case: The Enemy Within*, Ottawa-based artist Christos Pantieras creatively addressed the difficult topic of the LGBT Purge and the resulting personal struggles of those in the 2SLGBTQ+ community.

Significant support through the Government of Canada Tourism Relief Fund and the Canada Community Revitalization Fund, delivered by the Federal Economic Development Agency for Southern Ontario (FedDev Ontario), has allowed us to provide new accessible and immersive offerings for visitors. Thanks to this funding, we installed an Interpretive Trail outside the museum, introduced a virtual reality experience, and upgraded our decades-old lighting infrastructure.

As a national historic site and living artifact, we value the history made here. As a museum, we have an immense opportunity to promote meaningful conversation in response to the changing world around us. We continue to use our important platform to envision a more peaceful future.

We gratefully acknowledge our dedicated supporters for their contributions throughout the year. Thank you to our Board of Directors, volunteers, partners, granting bodies, and donors, who, collectively, allow us to continue engaging with Canadians as we share relevant themes of the past with audiences today.



Christine McGuire
Executive Director



Susan McLeod
Chair, Board of Directors





2022 AT A GLANCE



23,000 Self-Guided Tour participants

11,259

Guided Tour participants

2,251 Special Event attendees

1,660 Educational Program participants

413 Bunker Birthday Party participants

198 Spy Camp participants

8,065 Escape the Diefenbunker participants

238 items digitized in our collections database

items donated to our collections

W W W

2,061 volunteer hours given by 29 volunteers



\$513,527 \$716,997 \$60,564

in revenue made from museum admissions and tours

received in grant funding

received in emergency COVID-19 funding



"We really enjoyed pointing out the technology from our youth to our teenage kids. They were especially fascinated by the old computers."

Diefenbunker visitor, 2022 96%

4- or 5-star reviews posted on TripAdvisor



exhibits. Took you back in time."

Diefenbunker

visitor, 2022

357,789

unique pageviews on our website

Total Followers

f 6,852 P 2,552

2,709 150

in **548 2** 3,419

THE ROAD AHEAD



>> 2022–2024 Strategic Plan

The Diefenbunker's 2022–2024 Strategic Plan builds on the foundations and successes of the previous years, and maps out a focus for our next phase of growth.

The plan encompasses four key goals, each with a series of focused activities that honour our mandate and address the needs of the organization at all levels.



Growth

To expand the national profile and visibility of the Diefenbunker as Canada's Cold War Museum

- Enhance our brand identity and unique value proposition
- Increase in-person visits to pre-pandemic levels
- Position ourselves as an important platform for research, scholarship, and partnerships



Journey

To lead visitors on a journey through Canada's Cold War story

- Develop a pre- and post-visit journey
- Invest in staff and volunteers
- Embrace a digital strategy
- Develop new, innovative exhibitions



Financial Capacity

To improve our financial sustainability by diversifying our revenue sources and growing our fundraising capacity

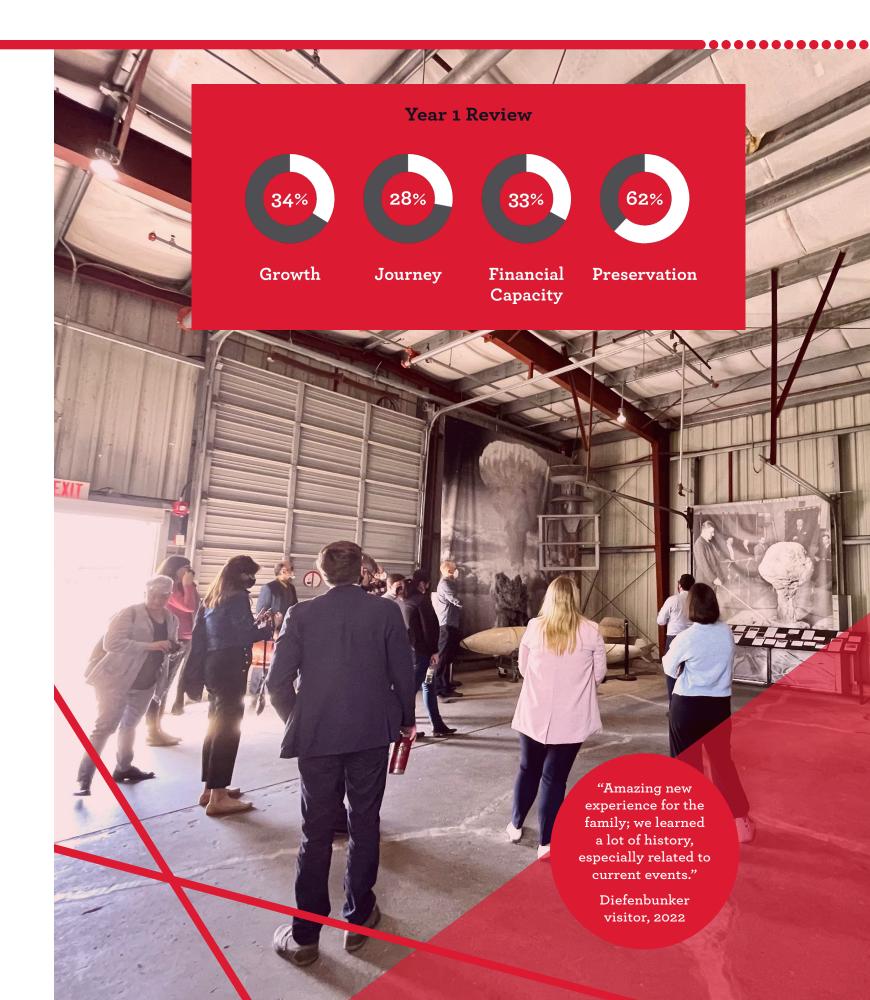
- Develop a framework and action plan for growing the Board's fundraising and philanthropic capacity
- Continue to focus heavily on grant development, to achieve a 75 per cent
- Hire a permanent business development officer



Preservation

To solidify a long-term sustainability and preservation plan for the

- Update sustainability and preservation plans
- Conduct a full review of the National Historic Sites' Commemorative Integrity
- Develop and document oral histories of past CFS Carp staff, founders, and volunteers



VISITOR EXPERIENCE

>> Exhibitions

Akìmazinàzowin | An Image of the Land

November 6, 2021 – February 27, 2022 Mairi Brascoupé, 2021 Artist-in-Residence

Integrating beadwork into a painted map of the Ottawa region as it exists today, Algonquin artist Mairi Brascoupé invited us to witness Cold War history through an Indigenous lens.

Justin Case: The Enemy Within

October 14, 2022 – March 3, 2023 Christos Pantieras, 2022 Artist-in-Residence

We welcomed Ottawa-based artist Christos Pantieras as our 2022 Artist-in-Residence. This exhibition addressed the impacts of the LGBT Purge and the "underground" nature of homosexuality in Canada during the Cold War, amplifying important 2SLGBTQ+ perspectives.

Through a multi-layered installation and a series of reinvented propaganda posters, Pantieras reimagined Civil Defence Canada's comic fictional character Justin Case as a closeted gay man and undercover RCMP Investigator tasked with seeking out and dismissing queer people within Canada's civil service and Armed Forces.

Interpretation Diefenbunker: An Exhibition of the Canadian-Hungarian Artists Collective

May 8, 2022 – May 28, 2022

Drawing on themes of collective memory and immigration, this temporary exhibition showcased artwork by 28 Canadian-Hungarian artists. Through their works and in a variety of media, these artists explored their diverse personal experiences and reactions to the Cold War, the Diefenbunker site, and their connections to our current times.





"We all learned a lot, including the kids. The artist exhibition on the LGBT Purge was great, and important for people to know about."

Diefenbunker visitor. 2022



>> Immersive Experiences

Thanks to funding from Ottawa Tourism, we opened our Blast Tunnel experience in August. This three-minute projected video uses audio and visual effects to immerse visitors in the atmosphere of the Cold War as they enter through the Diefenbunker's iconic Blast Tunnel.

We also updated our Virtual Tour with new content in English and French, as well as adding photo and video content to accompany our Audio Guide.

"It is unique to feel you are walking through such a secretive, fascinating part of history instead of just reading about it. Extremely well done!"

Diefenbunker visitor, 2022



FedDev Ontario Funding

In July, the Federal Economic
Development Agency for Southern
Ontario (FedDev Ontario) announced
an investment of \$600,000 made to the
Diefenbunker in support of tourism relief
and revitalization, allowing us to take on
many exciting projects in 2022:

Interpretive Trail

Installed in November, our informational panels along the scenic bunker hillside give visitors the opportunity to discover historical context on the site and clues above ground that allude to the bunker's existence below.

Virtual Reality Experience

As of November, visitors can now experience a challenge that personnel stationed at the Diefenbunker could have faced at the height of the Cold War — operating the bunker's emergency escape hatch to assess the state of the world above ground after a nuclear attack.

Permanent Exhibitions

We launched a redevelopment of our Canada and the Cold War exhibition to increase its relevancy, diversity of perspectives, and interactivity. In addition, we began developing a brand-new exhibition focused on Inuit experiences in relation to the Distant Early Warning (DEW) Line. Both exhibitions open in 2023.

Other Funded Projects

These included evaluating the suitability of the Diefenbunker's detached underground garage for museum activities, and translating our Audio Guide into an additional Indigenous language.

RESEARCH AND COLLECTIONS

>> Speaker Series

We launched a new Cold War Speaker Series in the fall, hosting three virtual presentations where subject matter experts spoke on various topics related to Cold War history. Speakers included Dr. Sean M. Maloney from the Royal Military College of Canada, who spoke on depictions of the Cold War in film; LGBT Purge Fund Executive Director Michelle Douglas and our 2022 Artist-in-Residence Christos Pantieras, who addressed the impacts of the Canadian government's LGBT Purge; and the Canadian War Museum's post-1945 Historian Dr. Andrew Burtch, who discussed Canada's role in the Korean War. The series was well received by over 60 participants.

>> Artifacts and Preservation

Artifact Storage Reorganization

An additional room on the 100 Level has been designated to store the museum's growing artifact collections. After clearing out materials from previous exhibitions, we added new shelving and cabinets to make the space more usable. The improved storage room allows adequate space and appropriate storage solutions for different types of current and incoming artifacts.

Expanding Our Collections

The museum received a large donation of Civil Defence Canada equipment, including items such as dosimeters and Geiger counters owned by Emergency Health Services of Canada.

Another notable donation was the ID card issued to Lawrence MacDonald, one of three CBC reporters designated as the "Voice of Canada" and tasked with broadcasting from the Diefenbunker in the event of a nuclear war.



"Dr. Burtch had a strong knowledge of the topic.

I was most impressed, and learned more about
the Korean War and Canada's participation.
Thank you for having him speak."

Cold War Speaker Series participant, 2022



"I am fascinated with the history and importance of the museum. I would definitely visit again." Diefenbunker visitor, 2022



>> Academic Collaborations

A collaborative research project with Wilfrid Laurier University resulted in a virtual exhibition that sheds light on a previously unexplored aspect of Canada's Cold War history: Canadian civil defence education and its relationship to nation building. As part of that project, the exhibition Canadian Cold War propaganda posters: Lessons from Bea Alerte and Justin Case explored the gendered aspects of Canadian civil defence publicity.

Throughout the year, we also fielded research requests from authors, university students and professors, and reviewed a journal article.



"We enjoyed exploring the four levels of the Diefenbunker and learning more about Canada's role in, reaction to, and reflection on the Cold War."

Diefenbunker visitor, 2022



Symposium

In partnership with Wilfrid Laurier
University, we hosted a multidisciplinary
symposium over two days in August.
Invited experts with a range of
backgrounds in academia, public history,
art, and archives gathered to share
research and ongoing projects and to
engage in thought-provoking discussions
within the theme of Mapping the Cold
War: The Spatialization of Preparedness.
The event marked the completion of a
major objective in our Strategic Plan, and
inspired potential future collaborations
and intersections across diverse
disciplines.



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PROGRAMS AND EVENTS

>> Escape the Diefenbunker

Both escape rooms, Covert Ops and Radioactive, continue to be popular among groups of friends and colleagues. We reopened Thursday evening bookings beginning in August and are now operating on four evenings each week.

>> Educational Programs

In January, we officially launched our virtual educational programs, offering online versions of four of our established programs for school groups, in English and French. This milestone allows us to bring the experiential learning environment outside the bunker walls, reaching more students in their homes and classrooms across the region and beyond. The programs offer an immersive video tour, engaging activities, and facilitated discussion on Canadian history topics.

>>> Spy Camp

March Break and Summer Spy Camps welcomed new and returning young secret agents eager to learn the art of espionage. We adapted our programming with indoor and outdoor activities, following enhanced health and safety protocols. In 2022, for the first time, we offered two simultaneous cohorts of 10 campers each for all 10 weeks of Summer Spy Camp.



"It was a very enjoyable and educational experience for our grandchildren. We both also enjoyed refreshing our knowledge on the Cold War years."

Diefenbunker visitor, 2022







Events

Easter at the Bunker

With over 500 visitors to our April event, the bunker was hopping with activity. Kids enjoyed the seedling-planting station, butterflydecorating craft, treat bags, and a bunker-wide scavenger hunt for signs of spring.

Doors Open Ottawa

On June 4, we were pleased to open our blast doors for visitors to experience our unique national historic site for free, in celebration of Ottawa's built heritage. We welcomed over 500 visitors to this sold-out event.

Canada Day

July 1, 2022, marked our first Canada Day event since the start of the pandemic. We offered half-price admission and had several indoor and outdoor family-friendly activities that visitors could enjoy while exploring the site.

Remembrance Day

For Remembrance Day, we encouraged visitors to reflect on what peace means to them and to contribute messages and drawings of peace that we then put on public display.

Toddlers' Halloween Hunt

Over three days in October, we welcomed over 200 costumed kids and their families to hunt for Halloween surprises throughout the bunker, which was decked out in cobwebs. Trick-or-treat stations, themed crafts and games, and a dance party were also a hit.

"It was great fun to go back in time at the bunker.

The kids could run down the long tunnels, we got lost and found together, we learned, laughed, and fantasized we were spies. There was a new surprise around every corner."

Diefenbunker visitor, 2022











COMMUNITY ENGAGEMENT

>> Annual Pass and Membership Programs

With the launch of our new Annual Pass and Membership programs at the end of the summer, we can now invite visitors to repeat history and experience all we have to offer underground, time after time. Both programs include unlimited general admission to the museum for a whole year, with additional opportunities and exclusive savings for Members. Supporters of these programs are contributing to our efforts to preserve Canada's most significant Cold War artifact for future generations.



With a newly consolidated rental information package detailing how our spaces and supplemental offerings allow for an out-of-the-box event experience, we have been able to promote our unique historic space to a variety of groups for meetings, catered events, receptions, retreats, and photo shoots.

The Diefenbunker provides an awe-inspiring backdrop and a "ready-made" set for a variety of film, television, and photography productions. Notable productions in 2022 included the feature-length film *Blood and Snow* and parts of an episode of CBC's *Son of a Critch*.





"Living near the Diefenbunker, you'd think we'd visit it once... and that's it. However, the Diefenbunker has become a staple in our events, as there's always something more to see when you visit, and they offer amazing programs."

Diefenbunker visitor, 2022



"Born in 1954. Formative years in 60s. Had a 'bomb shelter' in part of my basement. The doctor's office in the Diefenbunker looked like my pediatrician's, without windows. Fascinating to see a facility like this."

Diefenbunker visitor, 2022



>> Take Home a Piece of History

We were pleased to introduce an array of new bunker-branded merchandise to the Gift Shop. Items include baseball caps, pet bandanas, beer glasses, a CFS Carp patch, and a groundhog plushie called Pudge, whose name was chosen by voters on our social media platforms.

>> Marketing and Communications

We continue to engage with our local communities and diverse online audiences through our monthly email newsletter, now in both English and French; engaging blog content on Cold War artifacts and stories from the Diefenbunker; events and giveaways with partner organizations; and special segments across media outlets and in publications. In celebration of Museum Month in May, we also offered a one-time promotion to past visitors.

Descend into history campaign

Enlisting the production expertise of SandBay Entertainment Inc., we developed the Diefenbunker's first promotional video. This video showcases the Diefenbunker and its unique offerings and was released in fall 2022 to kick off our *Descend into history* campaign.





In the News

- CBC Radio-Canada podcast episode
 Une nuit au musée: Le bunker colossal de la capitale nationale
- Spotlight in a FilmOntario campaign to lobby for government support of the film industry
- Globe and Mail article on Ottawa museums
- Rogers TV segment for 2022 Artist-in-Residence exhibition
- FedDev Ontario funding announcement covered by CTV, CBC, Ottawa Citizen, and Ottawa Business Journal
- Video tour created for the True Patriot Love Foundation's 14th Annual Tribute Gala
- Finalist in the Top Museum/Art Galleries/Historic Sites category in the Ontario's Choice Awards 2022 (Attractions Ontario)
- Tripexpert Experts' Choice Award 2022
- Other articles and mentions in Capital Current, Travel Guide to Canada, Le Droit, Le Soleil, Ottawa Life Magazine, MuseumNext, Narcity Canada, Reddit, The Onion, Condé Nast Traveler



FACILITIES



>> Accessibility

It is important for us to balance the preservation of our national historic site with its accessibility for visitors. We now have a fully operational stair lift in our main stairwell to help those using mobility devices to navigate the four levels of the bunker and to take strain off the bunker's original freight elevator. We also completed a series of washroom renovations: two fully accessible washrooms and one additional single-user, all-gender washroom are now available for use.

>> Infrastructure

HVAC Project

To upgrade the bunker's aging air ventilation systems, we began a major capital project that includes electrical redistribution and work in our Machine Room and on top of the bunker to install a new heating, ventilation, and air conditioning (HVAC) system. This project, to be completed in 2023, is made possible due to generous funding through the Investing in Canada Infrastructure Program.

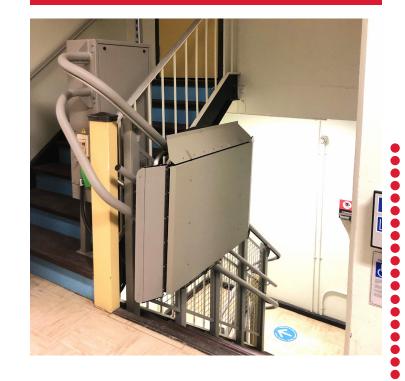


"I was amazed by the facility. It was nothing like I had imagined."

Diefenbunker visitor, 2022

"Great experience. We got to learn about Canadian history. Exhibitions are well organized, with signs to read and learn. The staff was extremely friendly and helped my mother-in-law, who has a disability, to navigate the floors."

Diefenbunker visitor, 2022





Green Infrastructure Lighting Retrofit Project

Guided by an early 2022 electrical audit of our systems and energy usage, we implemented substantial lighting upgrades to the site's decades-old lighting infrastructure. With funding received through the Canada Community Revitalization Fund, we successfully installed new energy-efficient fixtures, bulbs, and occupancy sensors to improve energy efficiency in the bunker and to make the museum more accessible for those with low vision or visual impairments.



OUR TEAM

>> Staff

Executive Director

Christine McGuire

Accounting and Finance

Lana Clouthier, Finance Manager

Facilities

Tobie Champion-Demers, Facilities and Project Manager

Marketing and Communications

Jordan Vetter, Marketing and Communications Manager

Corinne Rikkelman, Social Media Coordinator* Emily Hobson, Digital Content Coordinator

Visitor Experience

Courtney Gehling, Visitor Experience Manager*
Sean Campbell, Curator
Kristina Butler, Collections Coordinator

Operations

Angelina Roncali, Operations Manager*
Martha Boyd, Operations Manager
Jessica Huang, Reservations and
Administrative Coordinator

Interns

Heather Grohs*





Sarah Gagnon, Project Assistant*

Juliette Riffault, Project Assistant

Laurianne Riffault, Project Assistant (Seasonal)

Erin O'Neill, Education & Programs Assistant (Seasonal)

Julia Overton, Education & Programs Assistant (Seasonal)

Aidan Cunningham, Museum Guide
Sophie Dewar, Museum Guide
Robyn Easton, Museum Guide
Alysia Emmanuel, Museum Guide
Eric Fitzgibbon, Museum Guide
Shannon Ford, Museum Guide
Sarah Ivison, Museum Guide
Samantha Jacques, Museum Guide
Hailey Judd-Lunt, Museum Guide (Seasonal)
Keira Kelly, Museum Guide
Brayden Pike, Museum Guide (Seasonal)
Brendan Sheskay, Museum Guide
Emily Stewart, Museum Guide



Board of Directors

Susan McLeod, Chair Consultant (retired), Susan McLeod Solutions

Joanne Charette, Vice-Chair Vice-President (retired), Corporate Strategy and Communications, IDRC

Paul Drover, Secretary Col. (retired), RCAF

David Loye, Treasurer
Consultant, DM Loye Consulting

Joe Brown, Director Consultant, J. Brown Consulting

Mario D'Angelo, Director Professor, Public Safety Program, Algonquin College

Colleen Kelley, Director President, Management Consulting, Stratford Group

Lorraine Mastersmith, Director
Partner, Gowling WLG; Owner, KIN Vineyards

Linda Nixon, Director
Strategic HR Consultant, Linda Nixon
Consulting



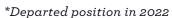
Ron Roedig, Director President, Building INsites Consulting Inc.

Michael Robb, Director*
Facility Manager, University of Ottawa

Inderbir Singh Riar, Director*
Associate Professor, Azrieli School of
Architecture and Urbanism, Carleton
University

William Jeff Siddall, Director Owner, Siddall Solutions

Margaret Syms, Director*
Director, Security Engineering, Shopify





OUR VALUED VOLUNTEERS

The Diefenbunker's passionate volunteers, many of them former CFS Carp employees, enjoy engaging with visitors on guided tours, at special events, or by giving demonstrations of our Radio Room equipment, which is used to communicate with amateur radio operators around the world. In 2022, our volunteer radio operators made over 600 connections with operators in 35 countries. Volunteers also share their diverse knowledge and skills to help maintain and preserve our unique facility.

The year 2022 marked the 20th anniversary of VE3CWM, the amateur radio station operating out of the Diefenbunker. To celebrate the occasion, the station used the special event call sign VE3CWM20.

>> Volunteers

Radio

Hunter Bagby* Jamie Bastien* Chris Bisaillion Eric Boucher Jim Bourgeois Robert Boyd Thane Brown Ralph Cameron Fred Crowe Craig Delmage Gord Evans Gord Heath **Brian Jeffrey** Erhan Kum John McGowan Taowa Munene-Tardif Mark Schacter* Dave Scobie Peter Sharp*

Nick Shepherd Pat Stever Stefan Teodorescu Cristian Teodorescu

Facilities

Ralph Cameron
Gord Heath
Richard Kirby
Erhan Kum
Stefan Teodorescu
Cristian Teodorescu
Mark Vernooy

Guide

Lorne Beaton Gilles Courtemanche Brian Jeffrey Graham Wheatley "Best part of our trip to Ottawa! We were able to talk to two volunteer radio operators that worked at the bunker during operation — couldn't have had a better history lesson."

Diefenbunker visitor, 2022



"I was searching for an organization where I could make a difference. For me, the bunker was a perfect fit. I spent 29 plus years as a Communications and Electronics Officer in the RCAF, joining at the tail end of the Cold War, and spent time working in the Arctic during the transition from the Distant Early Warning Line to the North Warning System. I am very excited and proud to volunteer in the only live exhibit in the museum — the amateur radio station. I thoroughly enjoy engaging with visitors, sharing my experiences, and explaining the importance of the role the Diefenbunker played in

maintaining national and international strategic communications and continuity of government."

Jim Bourgeois, Diefenbunker volunteer, 2022

*Departed position in 2022





Become a Volunteer

Be part of a team of volunteers dedicated to preserving and promoting history.

If you're interested in sharing your skills and experience to support our museum operations, we would love to hear from you. We welcome volunteers to assist with tours, facility maintenance, collections, our amateur radio station, and more.

Become a Member

Sign up today to experience all we have to offer underground, time after time.

Immerse yourself in stories and artifacts from the past and explore the Diefenbunker's underground secrets year-round, with free admission. Members also receive discounts on Diefenbunker events and programs, exclusive invitations, and more. Repeat history and contribute to our efforts to preserve Canada's most significant Cold War artifact.

Become a Donor

Support the future of the Diefenbunker with a onetime, monthly, or annual gift.

The Diefenbunker is a powerful reminder of a critical period in recent world history. It tells the story of Canada's resourcefulness, preparedness, and extraordinary efforts to safeguard our way of life in the face of a nuclear catastrophe. Help us preserve this window into the past as we continue to share important lessons for future generations.



THANK YOU TO OUR SUPPORTERS



We extend our sincere thanks to the numerous donors, sponsors, partners, and funders who provided us with essential support for the safekeeping of the Diefenbunker throughout 2022.

>> Sponsors and Community Partners

Algonquin College **Attractions Ontario** Canadian Heritage Information Network Canadian Museums Association Canadian War Museum Capital Heritage Connexion Carleton University CSS Building Inc. Easter Seals Canada Escape Manor Friends of the Carp River Haunted Walk of Ottawa **Huntley Community Association** KIN Vineyards Mold Busters Morrison Hershfield National Trust for Canada Ontario Motor Coach Association Ontario Museum Association Ottawa Amateur Radio Club Ottawa Board of Trade Ottawa Museum Network Ottawa Tourism Rhapsody Strategies Ridge Rock Brewing Company The Swan at Carp Wilfrid Laurier University

>> Donors

Anonymous donors
Dan and Megan Davies-Ostrom
Brenda Langman
Bryanna O'Donnell
Nelson Thibault
Roy Thomas

Grants Received

Canada Community Revitalization Fund, FedDev Ontario, Government of Canada

Canada Summer Jobs, Employment and Social Development Canada, Government of Canada

Community Building Fund, Ontario Trillium Foundation and the Government of Ontario

Community Museum Operating Grant, Heritage, Sport, Tourism and Culture Industries, Government of Ontario

Investing in Canada Infrastructure Program, Infrastructure Canada, Government of Canada and Infrastructure Ontario, Government of Ontario

Museum Service Agreement, Cultural Funding Support, City of Ottawa

Ontario Small Business Relief Grant, Ministry of Government and Consumer Services, Government of Ontario



Recovery Fund for Heritage Organizations – Museums Assistance Program, Canadian Heritage, Government of Canada

Tourism Relief Fund, FedDev Ontario, Government of Canada

Tourism Relief Fund and Destination Development Fund, Ottawa Tourism

Translation and Innovation Grant, Ottawa Museum Network

Young Canada Works, Canadian Museums Association





Canada's Cold War Museum

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