



2021

ANNUAL REPORT

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

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A YEAR OF RENEWAL

A Message from Our Executive Director and Our Board President

In 2021, the Diefenbunker continued to lead through the now-familiar storm known as COVID-19. We take pride in all that we achieved, despite closing our blast doors for five months in keeping with public health mandates. We were steadfast in our efforts to provide our unique offerings and experiences, while keeping the health and safety of our visitors, staff, and volunteers our priority.

We welcomed close to 20,000 visitors over the year. Our Summer and Winter Spy Camps sold out, our Bunker Birthday Parties resumed, and we launched a new escape room with Escape Manor. Behind the scenes, we met our goal of digitizing 100 per cent of our collections records.

Our Artist-in-Residence exhibition *Akìmazinàzowin | An Image of the Land* was a great success. On a vast canvas backdrop of our region, Algonquin artist Mairi Brascoupe carefully beaded waterways, pathways, animals, and plants to draw attention to Indigenous values that are not represented on the museum's archival Cold War maps.

The Diefenbunker received important COVID-19 relief and operational funding through the Government of Canada's Canada Emergency Wage Subsidy and Museums Assistance Program, and through the Ontario Trillium Foundation and the Government of Ontario. These significant funds allow us to continue preserving and upgrading our one-of-a-kind Cold War bunker. Recent facility improvements made possible by the Investing in Canada Infrastructure Program's Community, Culture and Recreation Infrastructure stream include new washrooms and accessible entrances and ramps.

We were honoured with two awards in 2021. We received the Award for Best Museum from *Faces Magazine Ottawa* and, in recognition of the eight-language Audio Guide, interpretive panels, and accessible wayfinding signage we introduced in 2020, we received the Award of Excellence in Special Projects from the Ontario Museum Association.

This year's achievements have proven the museum's ability to persevere and facilitate exceptional visitor experience. As world events remind us of the continued need to understand the concepts of peace building, preparedness, and collaboration, our new three-year strategic plan focuses on extending the reach of the still-pertinent Cold War stories told within our walls.

For all that we accomplished over the past year, much credit is due to our dedicated supporters. Their contributions allow us to share important Cold War history. To our Board of Directors, staff, volunteers, partners, granting bodies, and donors, we extend a sincere thank you.



Christine McGuire
Executive Director



Susan McLeod
President, Board of Directors



The Diefenbunker: Canada's Cold War Museum is a once-top secret, four-storey underground bunker, designed sixty years ago as the centre for Canada's defence against nuclear attack. Now a museum and national historic site preserving and promoting Canada's Cold War history, the Diefenbunker has a crucial role to play in understanding our past — and our collective future.

Canadian Forces Station Carp (CFS Carp), more commonly known as the Diefenbunker, was designated a national historic site in 1994. Canada's most significant Cold War artifact now stands as a testament to the important role that Canada played during a critical period in recent world history. The Diefenbunker's one-of-a-kind experiential learning environment, coupled with its award-winning programs, events, and exhibitions, draws visitors from around the world. An important economic and tourism driver for rural West Ottawa, the museum has much to offer the community at large.

The Diefenbunker invites visitors to step into history. More than a museum, it is a place where visitors can immerse themselves in the stories and people of the past and can take away lessons for the future.



Vision

By showcasing Canada's preparedness to secure the seat of government during the Cold War, the Diefenbunker creates this country's most unique learning environment for present and future generations to better understand one of the most critical times in the world's history.

Mandate

To increase, throughout Canada and the world, interest in and a critical understanding of the Cold War, by preserving the Diefenbunker as a national historic site, and operating a Cold War museum.

2021 AT A GLANCE



19,578

visitors through
the Blast Tunnel

- 13,595** Self-Guided Tour participants
- 2,166** Guided Tour participants
- 304** Special Event attendees
- 50** Educational Program participants
- 78** Bunker Birthday Party participants
- 145** Spy Camp participants
- 3,240** Escape the Diefenbunker participants



\$258,623

in revenue made from
museum admissions & tours

\$539,182

received in operating and
employment grants

\$241,264

received in emergency
COVID-19 funding



241

items added to our
collections database



38

volunteers

gave

1,075

volunteer
hours



2

notable awards
received



94%

4- or 5-star reviews
posted on TripAdvisor



262,499

unique pageviews
on our website

Total Followers



6,134



2,532



2,326



117



4,741



511



412



2,060

WHEN YOU'RE READY

We're Ready for You

While the Diefenbunker faced almost six months of 2021 under closures mandated in response to COVID-19, we were quick to adapt, and remained strong in our commitment to the health and safety of visitors, staff, and volunteers.

The museum started off the year closed to visitors, reopening on February 26 for just over a month before closing again on April 3. During the closures, we remained present and responsive to the changing needs of our communities, continuing to provide a unique virtual museum experience.

Finally, on June 28, our Summer Spy Camp was permitted to run, and we opened up the museum to visitors once more just a month later on July 21, with heightened health and safety protocols in place. To keep up with a busier summer season, we staffed a total of 10 grant-funded positions through Young Canada Works and Canada Summer Jobs.

At the end of the year, having been able to offer some of our signature events, programs, and exhibitions again, we enjoyed a renewed sense of enthusiasm for all that we do at the museum.



A FOUNDATION FOR GROWTH

The year 2021 marked the end of our previous strategic plan, providing an opportunity for us to reflect on our progress. Our priorities for 2018 to 2021 were centred around operations, resources and relationships, and visitor experience.

Well-Oiled Machine

Meeting our goal to increase organizational efficiency and effectiveness has helped us set the foundation for future growth. Our achievements included enhancing understanding of internal roles and responsibilities and centralizing documentation of processes, procedures, and best practices.



Financial Sustainability

In order to secure additional resources and foster strategic relationships, we focused on sound three-year budget projections, strategic grant development, and private sector partnerships.



Visitors Engaged in Our Cold War Story

With the aim of re-imagining and igniting the visitor experience, we kept the Diefenbunker's Cold War story at the forefront of our interpretive products and programs, mitigated threats to artifacts on display, and achieved 80 per cent ratings for visitor satisfaction, enjoyment, and increased understanding.



Looking Ahead

As we look to build on these successes over the coming years, our 2022–2024 Strategic Plan bridges together governance, strategy, and operations. It serves as a declaration of the Diefenbunker's resilience and sustainability as a museum and a cultural, heritage, and tourism attraction in rural Ottawa, and a call to action for future growth.

We look forward to sharing details and reporting on our progress towards our new goals as we move forward.



VISITOR EXPERIENCE

“We had a guided visit and it was excellent! Our tour guide was very knowledgeable and made the tour very entertaining and relatable.”

Diefenbunker visitor, 2021

Artist-in-Residence Program

Containment: Knit Your ---.art

October 15, 2020 – February 28, 2021
Greta Grip, 2020 Artist-in-Residence

The end of February saw the close of our popular 2020 Artist-in-Residence exhibition *Containment: Knit Your ---.art*, featuring Greta Grip’s knitting-as-espionage theme. Her work connected audiences through shared feelings of uncertainty around the pandemic, which she compared to anxieties prompted by the Cold War.



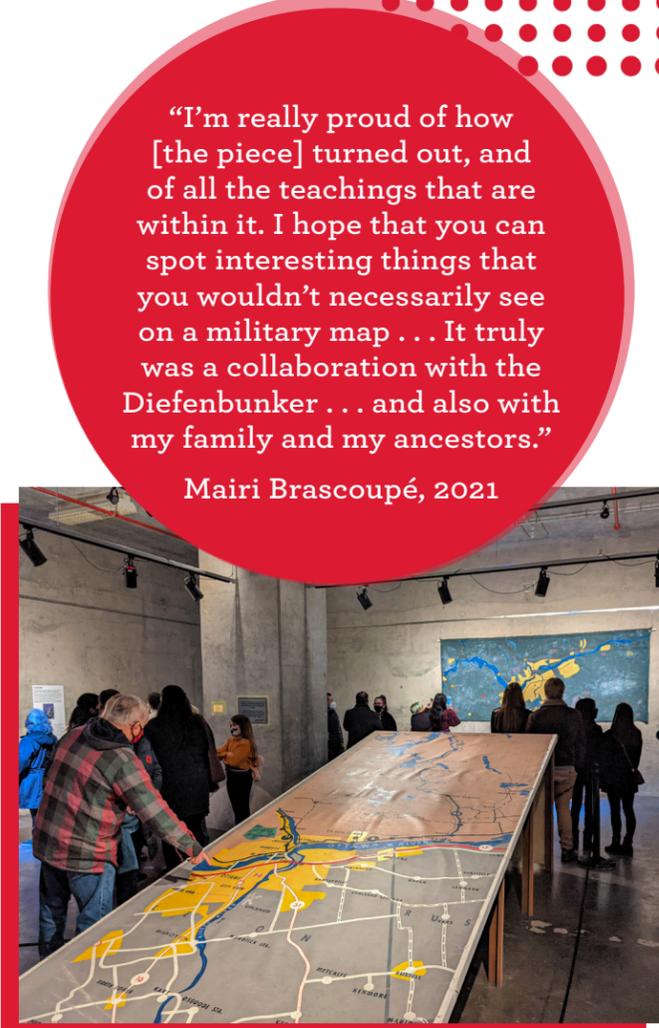
Akìmazinàzowin | An Image of the Land

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

Our 2021 Artist-in-Residence was selected and announced before the summer. We welcomed Mairi Brascoupé, Algonquin artist and a member of Kitigan Zibi Anishinabeg, to bring new perspectives to Canada’s Cold War history.

On a 12-foot by 5-foot painted map of Algonquin territory, Mairi integrated traditional beadwork and traditional knowledge as a means of inviting us to witness Cold War history through an Indigenous lens. Her colourful canvas was boldly displayed as the focal point in the Bank of Canada Vault, above an original Cold War artifact from our archives — an instructional map plotting crucial infrastructure in the Ottawa region.

With this powerful juxtaposition, we are asked to reflect on our understanding of place and examine what is most important to us during times of change and uncertainty.



“I’m really proud of how [the piece] turned out, and of all the teachings that are within it. I hope that you can spot interesting things that you wouldn’t necessarily see on a military map . . . It truly was a collaboration with the Diefenbunker . . . and also with my family and my ancestors.”

Mairi Brascoupé, 2021

Award-Winning Initiatives

In recognition of our project “Safeguarding Our Shelter: Visitor Experience Renewal at the Diefenbunker,” we received the 2021 Ontario Museum Association Award of Excellence in Special Projects.

Our initiative, funded under the Canadian Experiences Fund, was recognized for its innovation and its comprehensive approach to accessibility. It included our new bilingual interpretive panels, eight-language Audio Guide, accessible wayfinding signage, and upgrades to the Youth Room, all of which were introduced in 2020.



79% were first-time visitors*

92% said their visit was Very Good or Excellent*

RESEARCH AND COLLECTIONS

Presentations

In September, Executive Director Christine McGuire spoke on the topic of resilient and sustainable historic sites at the 2021 National Trust Conference. She highlighted how the Diefenbunker has successfully led through the challenges of the pandemic, through partnerships, focused planning, and repositioning opportunities for revenue generation.

Research

We are continuing a collaboration with Wilfrid Laurier University on a research project titled “Animating the Archive: Cold War Civil Defence and Public Pedagogy.” The goal of this interdisciplinary, multi-year project is to shed light on civil defence education and its relationship to nation building — a topic that has yet to be systematically studied. Researchers will share important learnings from this project through a digital museum portal.



“A very interesting display of our country’s reaction to the Cold War. I had worked in [Canadian Forces Base] Borden and it was a reminder to me of how we would react.”
Diefenbunker visitor, 2021



Collections

We made significant progress in documenting and preserving our collections over the year. Our Collections and Conservation Policy outlines updated acquisition and deaccessioning procedures and includes new forms for consistent documentation. We also began work on our collections storage expansion and organization project, to make more effective use of our storage space and to better suit the needs of our current and incoming artifacts.

Our staff have successfully input all our physical accession records into MINISIS, our online collections database, allowing us to track and manage our existing collections more efficiently and, moving forward, to focus on accessioning new items. We also photographed, documented, and stored a large donation of surplus items from the National Emergency Strategic Stockpile, a federally owned collection of medical assets. These items originally came from Canada’s Centre for Emergency Preparedness and Response.



“Fascinating historical facts and artifacts.”
Diefenbunker visitor, 2021

Preservation

In February, we finished installing a transparent barrier in front of the large mural in the Cafeteria and the mural in our Youth Room. The barriers serve to protect these original bunker artifacts, which were installed some time in the 1980s to give a reminder of beautiful outdoor scenery and boost morale. Conservation treatment was carried out in 2020 to restore their condition. In May, Visitor Experience Manager Sean Campbell and guest conservator Kyla Ubbink presented a virtual talk on this project at the American Institute for Conservation’s 49th Annual Meeting.



PROGRAMS AND EVENTS

Family Events

COVID-19 had a significant impact on the Diefenbunker's special events and programs in 2021. We were, however, able to safely offer two of our annual events: Easter at the Bunker and Toddlers' Halloween Hunt. On both occasions, we welcomed the sight of young visitors exploring the bunker and taking in the atmosphere created through our thematic decorations and lights.



Escape the Diefenbunker

Youth and adults alike continue to embrace the challenge of taking on the world's largest escape room. In September, in partnership with Escape Manor, we successfully launched Radioactive, the newest escape room at the Diefenbunker. Radioactive sold out nearly every weekend until the end of the year, while our original mission, rebranded as Covert Ops, also remained popular.

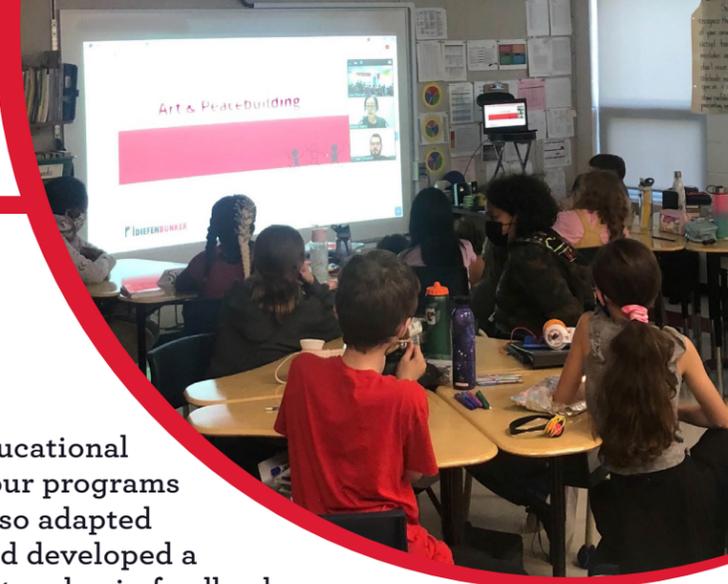


"The kids loved all the displays . . . Someone in the radio room spoke to us about the radio and showed one of my sons his name in morse code. What an experience!"

Diefenbunker visitor,
2021

Educational Programs

While we were unable to welcome school and youth groups to the Diefenbunker to participate in our educational programs on-site, we used the year to translate all our programs into French, expanding our delivery capacity. We also adapted four of our existing programs for online delivery and developed a pre-recorded video tour of the Diefenbunker. To test and gain feedback on these new offerings, we completed a successful virtual program pilot in September. We will formally launch the virtual programs in 2022.

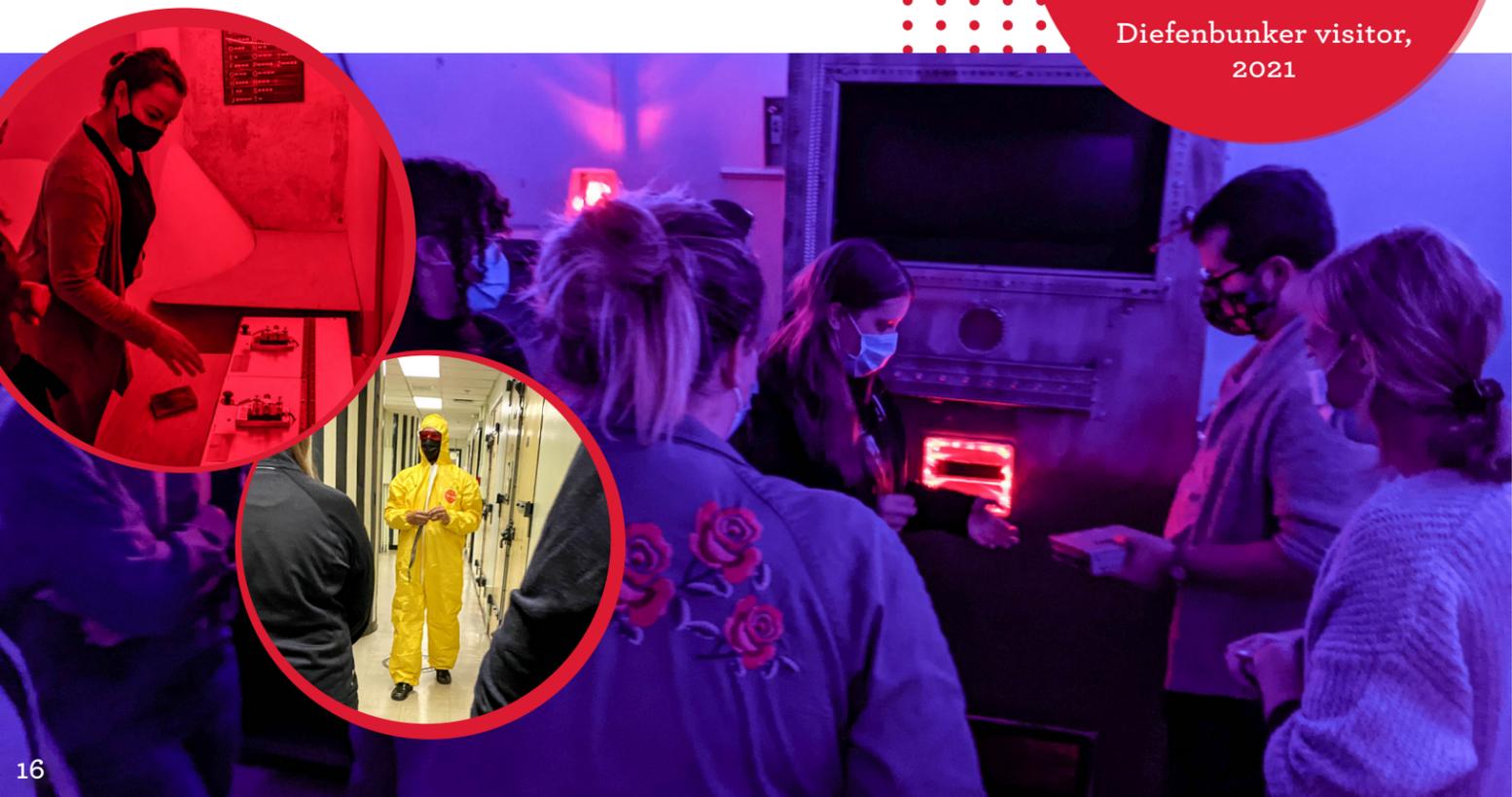


Spy Camp

Spy Camp was the first offering we were able to reopen in the summer, welcoming smaller groups of campers but still providing the same high quality, safe, and fun spy-themed programming. All 10 weeks of Summer Spy Camp, including four weeks with two cohorts of campers, sold out. We offered a week of Winter Spy Camp at the end of December, keeping campers safe underground as they solved the mystery of Agent X.

"An excellent trip back into the history of the Cold War era in which I grew up. So much to see and discover. I would recommend to anyone who has an interest into this aspect of our recent and very important past."

Diefenbunker visitor,
2021



COMMUNITY ENGAGEMENT

STEM Connections

In May, youth in Grades 7 to 12 learned about crucial Science, Technology, Engineering, and Math (STEM) components of the bunker during the Youth Science Canada's Canada-Wide Science Fair. Museum guides and radio volunteers presented a video showcasing the engineering of the bunker and its role as a communications hub during its operational years.



"We planned to be there for an hour, but we took almost two hours as we were so engrossed . . . We are already planning on going back, as we would like to take more time to go through all the amazing rooms and displays."

Diefenbunker visitor,
2021

A One-of-a-Kind Rental Venue

As we opened up again in the summer, we were able to host several groups keen to enhance their events and activities with the Diefenbunker's unique backdrop. We were the venue for a wedding (held outside on the helipad) in August and we provided space for a staff team-building exercise in December.

In October, the bunker was transformed into a training ground, firstly for the Canadian Forces Protective Services Unit to complete a scenario-based task, and secondly for the Ottawa Police Service and other local emergency response teams to carry out a Chemical, Biological, Radiological, Nuclear, and Explosive (CBRNE) simulated exercise.

We also rented out the Diefenbunker for filming and photoshoots again, welcoming five productions — including the thriller *Death Valley*, produced by High Rise Studio — over the course of the year.



Your Own Piece of History

We continue to offer a variety of unique Cold War-inspired merchandise in our museum Gift Shop, allowing visitors to take a piece of their Diefenbunker experience home. Popular items sold in 2021 included Diefenbunker postcards and pins, Atomic FireBall candies, and copies of the Department of National Defence's *11 Steps to Survival* handbook.



Marketing and Communications

This year, we continued to highlight our "When you're ready, we're ready for you" campaign related to a safe reopening of the museum, and response to our virtual tours was consistently positive. We stayed actively engaged with our online audiences through our social media platforms and our email newsletter, "News from Underground," which had become a consistent monthly feature by the fall.

With a focus on community engagement and promoting local tourism, we have collaborated with local businesses to create awareness of the museum and offer giveaways or incentives. We continue to work with regional media outlets, influencers, and historians to share Canada's Cold War stories beyond our bunker walls.

- Some 2021 highlights include:
- Presentation for Ottawa Tourism's Virtual Ottawa Coffee Break
 - 2021 Artist-in-Residence exhibition and interviews with Mairi Brascoupé on CBC Radio, CBC Ottawa, CTV News Ottawa
 - Escape the Diefenbunker highlight by Ottawa Tourism, Kitchissippi Times, Narcity Ottawa, Narcity Toronto
 - Radioactive artifacts feature on Atlas Obscura
 - *Off-Campus History* podcast and *Historia Nostra* YouTube video
 - Toddlers' Halloween Hunt on CTV Morning Live Ottawa
 - Virtual learning opportunities video segment on CTV News Ottawa
 - Articles and posts on the Diefenbunker in *The Globe and Mail*, *The Planet D*, *Vacay.ca*, *West Carleton Online*, *Fifty-Five Plus Lifestyle Magazine*, *The Kingston Whig Standard*, *101 Things To Do With The Kids*



FACILITIES

The Diefenbunker is Canada's most significant Cold War artifact. In 2021, we carried out several important projects to contribute to the longevity of this historic site and to improve visitor experience.

Operational Funding

The Diefenbunker is grateful to have been awarded \$104,600 in critical operational funding from the Ontario Trillium Foundation and the Government of Ontario in 2021. These funds supported key maintenance and utility costs, allowing us to keep our blast doors open and our lights on, as we provide a safe and immersive experience for visitors.

Accessibility

This year, we installed several new ramps to eliminate tripping hazards and make single steps accessible, and we added traction tape to existing ramps to make navigating safer. We now have automatic door devices at our main entrance and began installation of a stair lift in one of our stairwells.



"We're seniors, so we remember that period of time when the bunker was built . . . Loved the 1950s kitchen on display, brought back memories of that time in our life."
Diefenbunker visitor, 2021



Catch Our Signals?
Gone are the days of morse code . . . the Diefenbunker now has Wi-Fi!
By the end of the summer, we had completed our cabling and network upgrades, bringing full Wi-Fi connectivity throughout the bunker. Visitors can now access our free Audio Guide, without using data, as they tour the museum, and it is easier to share real-time social media updates with the world above ground.

Infrastructure

Crucial infrastructure projects completed over the past year include eliminating tripping hazards in the concrete floor of the Blast Tunnel and adding lighting for safety, replacing damaged mirrors in the Bank of Canada Vault, upgrading safety straps on the freight elevator, and beginning multiple washroom upgrades to improve plumbing and provide more accessible options for visitors.

Health and Safety

In 2021, in addition to following the provincial government's regulations to help curb the spread of COVID-19, we also reassessed our essential internal policies related to health and safety. We reviewed the museum's compliance with the *Occupational Health and Safety Act*, making updates to our Health and Safety Policy, Fire Safety Plan, and Anti-Violence and Anti-Harassment Policy, selecting a health and safety representative among our staff, and providing renewed health and safety training to all staff and new hires.

"Eye-opening. Gave much to think about from those years and compare to today."
Diefenbunker visitor, 2021



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
Kelly Eyamie, Business Development Manager*
Jordan Vetter, Marketing and Communications Manager
Corinne Rikkelman, Social Media Coordinator

Visitor Experience and Education
Courtney Gehling, Visitor Experience Manager (on leave)
Sean Campbell, Interim Visitor Experience Manager
Kristina Butler, Collections Project Lead



Operations
Angelina Roncali, Operations Manager
Martha Boyd, Team Supervisor
Jessica Huang, Team Supervisor
Mathew Dunne, Team Supervisor*

Sarah Gagnon, Project Assistant – Escape
Matthew McIntyre, Project Assistant – Escape*

Martha Boyd, Museum Guide*
Meaghan Coady, Museum Guide*
Charlotte Dovbniak, 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
Keira Kelly, Museum Guide
Stephanie Price, Museum Guide*
Brendan Sheskay, Museum Guide

Board of Directors

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

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

Paul Drover, Secretary
Col. (retired), RCAF

David Loye, Treasurer
Consultant, DM Loye Consulting

Bernard Proulx, Past President and Director*
Maj. (retired), RCAF

Joe Brown, Director
Financial Consultant, Self-Employed

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

Colleen Kelley, Director
President, Management Consulting, Stratford Group

Paul Leduc, Director*
Chief of Finance (retired), National Gallery of Canada

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

Linda Nixon, Director
Strategic HR Consultant, Linda Nixon Consulting

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



Interns

Martha Boyd*
Adam Kaegi*
Danielle MacKenzie*



OUR VALUED VOLUNTEERS

Volunteers have been an integral part of the Diefenbunker from its very start. It was a group of dedicated volunteers, many of them former CFS Carp employees, who stepped forward to preserve the building and open it as a museum in the late 1990s.

We have supported a team of active volunteers since then. Our volunteers engage with visitors on guided tours, support our special events, assist with collections and facility maintenance, and, from our Radio Room, operate an amateur radio station that connects us with radio operators around the world.

“The bunker is an amazing example of Canadian engineering and has a rich history that is little known. As a volunteer tour guide for the past seven years, I have had the pleasure of showing people this unique piece of Canadiana. Its collection of Cold War artifacts, its working radio rooms, and its hands-on approach to history make it stand out from other museums. It’s an ideal place to volunteer for those who have an interest in Canadian history.”

Graham Wheatley, Diefenbunker volunteer, 2021



Volunteers

In 2021, our volunteer radio operators made 895 connections with other ham radio operators in 48 countries around the world.

Collections

Doug Beaton*
Louise Fox*

Facilities

Hunter Bagby
Gord Heath
Richard Kirby
Graham Patterson*
Mark Vernooy

Floor Warden

Dominique Giordana

Guide

Lorne Beaton
Mike Braham*
Judith Collier*
Brian Jeffrey
Derek Knowles*
Ariel McIntyre*
Graham Wheatley

Radio

Tim Bailey*
Jamie Bastien
Chris Bisailion
Robert W. Boyd
Thane Brown
Ralph Cameron
Fred Crowe
Gord Evans
Dave Green
Reg Gulliford*
Gord Heath
Brian Jeffrey
Erhan Kum
John McGowan
Mark Schacter
Dave Scobie
Peter Sharp
Nick Shepherd
Pat Stever
Cristian Teodorescu
Stefan Teodorescu

*Departed position in 2021



Become a Volunteer

Be part of a team that preserves and promotes history.

Join a group of dedicated volunteers! If you’re interested in sharing your skills and experience to support our museum events or operations, we would love to hear from you. We welcome volunteers for special events, tours, facility maintenance, collections, exhibitions, fundraising, and more.



Become a Donor

Please consider supporting the Diefenbunker with a one-time, monthly, or annual gift.

The Diefenbunker is unique in that it is both a museum and an artifact. As we continue to improve our facility and engage in new programming, every dollar we receive helps us to preserve this window into the past and to keep our blast doors open for visitors.



Become a Member

Sign up today to experience all we have to offer underground.

Receive unique benefits and opportunities to participate in Diefenbunker programs and activities year-round. Membership includes unlimited free admission, discounts on our merchandise and programs, and exclusive invitations.



THANK YOU TO OUR SUPPORTERS

“It was a very interesting and unique experience, and felt like you were walking in the past.”

Diefenbunker visitor,
2021

In 2021, numerous donors, sponsors, partners, and funders provided us with essential support to ensure the stewardship, programming, and safekeeping of the Diefenbunker. We sincerely thank you all.

Sponsors and Community Partners

Algonquin College
Attractions Ontario
Canadian Forces
Artists Program
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

Jiffy Photo & Print
KIN Vineyards
KWC Architects Inc.
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
Savvy Company
The Swan at Carp
Wilfrid Laurier
University

Donors

Dan and Megan
Davies-Ostrom
Allan Duncan
Kelly Eyamie
Phil Gratton
Allegra Heney

John Manson
Susan McLeod
Anne Musca
Roy Thomas
Pamela Townsend
Jack Wilson

Grants Received

Bilingual Ottawa Grant, Association des communautés francophones d'Ottawa

Canada Emergency Wage Subsidy, Business and Industry, 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 Grants Program, Ottawa Community Foundation

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

Enabling Accessibility Fund, Employment and Social Development Canada, Government of Canada

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

Museums Assistance Program, COVID-19 Emergency Support Fund, Canadian Heritage, Government of Canada

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

Tourism Relief Fund, Ottawa Tourism

Translation and Innovation Grant, Ottawa Museum Network

Young Canada Works, Canadian Museums Association





Diefenbunker: Canada's Cold War Museum

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