

Diefenbunker
Musée canadien de la Guerre froide
Canada's Cold War Museum

2016

ANNUAL REPORT | RAPPORT ANNUEL

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.

VISION

By showcasing/ championing Canada's preparedness to secure the seat of government during the Cold War, the Diefenbunker creates this country's most unique enjoyable, learning environment for present and future generations to better understand one of the most critical times in the world's history. Our care of the Diefenbunker will make sure the best of the past is kept to enrich our lives today and in the future.

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A message from the President, Bernard Proulx



On behalf of the Board of Directors of the Diefenbunker: Canada's Cold War Museum, I am pleased to present the 2016 Annual Report.

Once again the museum had an exceptional year, reaching an all time high record attendance of 75,000 + visitors, representing an increase of about 20% from last year, and an 100% overall increase in the past five years. This year the staff also oversaw some major building restorations and the construction of new exhibits. The guard house rehabilitation project was long awaited; this new restoration improved our visitor welcome centre while keeping the unique historical character of the building. The CANEX exhibit was brought

back to life, showcasing 1960's era products that would have been needed to make daily life a little easier for those living in this underground bunker.

Day to day, staff and volunteers continued to diligently work together to make this museum a true national treasure. They constantly looked at ways to improve the experience and the content through renewed partnerships with local organizations and various embassies, raising the museum status in Canada and the world. Our uniquely developed award winning Conflict Resolution program has reached more schools and students this past year. This program, which uses the lessons of the Cold War as a tool to teach today's youth the art of resolving conflict through peaceful means, has been an ongoing success. The programs that have been developed, the exhibits that promote both local and international partnerships, have all enhanced the status of the Diefenbunker Museum as a first class place to visit.

This year we had the great honour of receiving the 2016 Tourism Partnership of the year award for our excellent partnership with Escape Manor. Our staff and volunteers were also recognized for their hard work and dedication: Mike Brahan a longtime volunteer and founder of the Alumni Association received the Governor General's Sovereign Medal and Mary Land our Curator of Education received the 2016 Language and Literacy Master's Research award for her paper on *Writer's work/place: the non/fictional pedagogical possibilities of the Canadian landscape*.

Looking ahead, the next two years will be very important for the museum. Canada's 150th anniversary will be an important celebration. We are extremely excited about a new play by renowned playwright Pierre Brault depicting the life of John Diefenbaker, set to premier at the museum in the Fall of 2017. Also planned for 2017 is a revision of the museum's strategic plan in order to better address the challenges ahead. 2018 will be a milestone year for our museum, marking the 20th year anniversary when local residents armed with a vision, determination and hard work laid the cornerstone that has become the museum we enjoy today.

The Board of Directors gratefully acknowledges the support provided by the City of Ottawa, the Province of Ontario, the Department of Canadian Heritage, the Department of Employment and Social Development, the Ontario Trillium Foundation, the Ottawa Museum

Network, and all our donors. The Board also wishes to thank the remarkable contribution made in 2016 by Diefenbunker volunteers, who worked over 4,000 hours.

On behalf of the Board of Directors, I wish to thank the Diefenbunker team, both staff and volunteers, for their hard work, dedication and creativity, especially the Executive Director Henriette Riegel for steering the museum into the success that it is. We wish to thank our outgoing board members, Sylvie Morel for the significant contributions she made both as a Director and serving as President for 3 years, and Patricia den Boer for her many years of dedication to the organization. I am also pleased to welcome four new board members: Susan McLeod, Jason Kelly, Inderbir Singh Riar and David Loye, who will contribute in the areas of acquisitions, fundraising, human resources and facility management.

Bernard Proulx

A message from the Executive Director, Henriette Riegel




After being at the helm of the Diefenbunker Museum for the past five years, I've spent some time reflecting on how far we have come as an organization. We have some pretty impressive statistics, such as doubling our attendance, increasing our budget by 90% (mainly from admissions), creating an operating surplus, and the many awards for our programming and tourist offerings. These are metrics that all directors, boards and funders like to see.

But that's not what really gets me going! What makes me happiest is to walk into our War Cabinet Room and to see a group of middle school children animatedly discussing Canada's future in a (simulated) nuclear crisis. Or to see the glee on a young child's face when they get to run down our awesome Blast Tunnel. Or to watch visitors marvel at the incredible metal sculptures that our 2016 artist-in-residence, Anna Frlan, created for her exhibition, *The Age of Atomic Anxiety*. Or to see the smiling faces of our zombie volunteers as they emerge from a hard day of participating in our zombie programming to see the light of day in our parking lot, where their parents waited to pick them up. I doubt there is a more fun way to earn the mandatory volunteer hours high school students are required to do in Ontario than to work in a decommissioned nuclear bunker scaring visitors while dressed as a zombie (all the while learning about the Cold War!)

Another highlight was the launch of the exhibition, *For Freedom and Independence*, brought to us by the Embassy of Hungary to commemorate the 1956 Hungarian Revolution, a short, brutal but vital revolution fought mainly by teenagers who managed, somehow, to establish a democratic state in the face of overwhelming odds. These incredible feats of courage and resistance demonstrated to the world that civilians living under oppressive regimes were capable of fighting for their freedom. We were very honoured to hear from three of these Freedom Fighters at our launch, and the audience, which included many Hungarian refugees

from that time, was moved to tears. One of the most memorable quotes in the exhibition -- "Never was a happy childhood a rarer gift than in the middle of the twentieth century." The youth and bravery of the Freedom Fighters of the Pest -- many of them as young as 12 and 13 years old, continues to serve as an inspiration to our young people today. We hope to encourage and engage our young people through our programming to be active citizens for positive change.

When I go anywhere and mention that I work at the Diefenbunker, people usually exclaim that they recently visited and loved it, and that they have been hearing so much of it in the news lately. For this I have to thank the incredible staff and volunteers of the museum, an immensely talented and motivated group of people. It is such a pleasure to work with the team. A huge thank you goes out to our board of directors for their prudent steering of the path to success of the Diefenbunker, as well as to our members, partners, donors and funders. The impact the museum is making and the service to the community could not be possible without the efforts of so many and I am truly grateful for the support and belief in the organization.

A handwritten signature in blue ink, appearing to read "H. Riegel".

Henriette Riegel

STRATEGIC PLAN

The Diefenbunker's Strategic Plan articulates its vision for the next ten years and provides specific actions for 2012-2017. Its strategic objectives are as follows:

1. To redefine the Diefenbunker as an experiential learning environment about the Cold War and Canada's role in ensuring that the experiences of the past inform our future
 - a. Above-ground Interpretation Centre
 - b. New Interpretive Framework
 - c. Interactive technology
 - d. Visitor research
 - e. Volunteer training
2. To reach out and engage broader audiences for the Diefenbunker
 - a. Education sector
 - b. Cultural tourists
 - c. Community
 - d. Specialists groups and academics
3. To be an anchor in the community
 - a. New media and marketing strategy
 - b. A vibrant calendar of events
 - c. Partnership: businesses and museums
 - d. Community outreach
 - e. Western 'hub' in Ottawa
 - f. New volunteer opportunities
4. To preserve the building as the Diefenbunker's primary artefact
5. To ensure the sustainability of the Diefenbunker
 - a. Capital needs, improvements and repairs
 - b. Sponsorship and fundraising

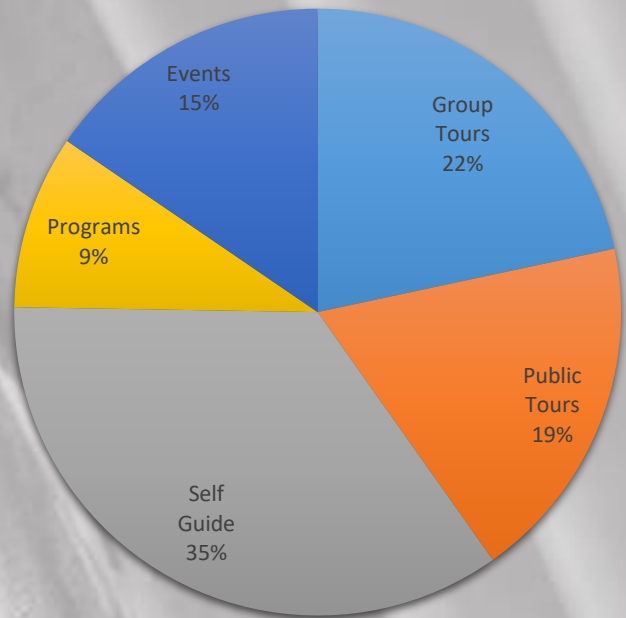


STATISTICS

75,066

visitors in 2016

📈 22% from 2015



8%
OF VISITORS
IDENTIFIED THEMSELVES
AS FRENCH SPEAKING

30%
OF VISITORS
WERE UNDER 19
OR STUDENTS

4181
VOLUNTEER
HOURS WORKED

50 zombies
volunteered
1200 hours

ONLINE
WEBSITE: 121,029
Facebook: 2,795
TWITTER: 3,898
Pinterest: 2,355
INSTAGRAM: 815

VOLUNTEERS BY THE HOUR
TOUR 837
GUIDE 837
FLOOR 492 WARDEN
EDUCATION 174
RADIO 565
MAINTENANCE 221
COLLECTIONS 368
OTHER 324

EXHIBITIONS

Highlights

- 7 exhibitions (3 Museum curated exhibitions; 1 condensed Museum exhibition on loan to the Legislative Assembly of Ontario; 3 travelling exhibitions brought to the Museum through partnerships)
- 2 exhibition partners
- A 3rd Artist-in-Residence

2016 Exhibitions Schedule

The Age of Atomic Anxiety – Artist-in-Residence Exhibition September 18, 2016 to January 31, 2017

Following months researching a wide range of subjects about the Cold War through the Museum's collection, archives, blueprints, photos and library, Anna Frlan created a series of sculptures that explore the psychological climate during that era. Occupying several spaces throughout the facility, Frlan's highly detailed works offer a unique perspective on one of the most critical times in the world's history.

Notes:

- Anna's residency was supported by a grant from the Community Foundation of Ottawa, as well as the Corel Endowment Fund for the Arts which Anna received through the Ottawa Arts Council.
- MPP Jack MacLaren and Croatian Ambassador Marica Matković offered opening remarks at the exhibition launch with 119 guests in attendance.
- Anna led 24 visitors on two guided tours of her exhibition for Culture Days 2016.
- The West Carleton Arts Society invited the Museum to present an information table at its Art on the Grass sale in August. The WCAS also invited Anna to speak at its Thanksgiving weekend exhibition launch and to give a talk to its members that the Museum hosted in October (15 members in attendance).
- Anna will lead a tour to a class from the School of Photographic Arts Ottawa on December 9th.
- Anna and Megan are communicating with a MFA Student from Concordia University who is writing her thesis on Frlan's exhibition and the Museum's 2000 group exhibition, *Singular Fissions*.



For Freedom and Independence and Hungarian Exodus
November 3, 2016 to December 31, 2016
Partner: Embassy of Hungary

The Diefenbunker was honoured to present two travelling exhibitions in recognition of the 60th anniversary of the Hungarian Revolution. *For Freedom and Independence* pays tribute to the young leaders of the spontaneous Hungarian uprising that grew to become a revolution and fight for freedom in 1956. The exhibition was produced by the Terror Háza Múzeum (House of Terror Museum) in Budapest, Hungary. Produced by The Rakoczi Foundation, the *Hungarian Exodus* commemorates the arrival to Canada of over 37,000 refugees following the Hungarian uprising of 1956, and of the contribution of Hungarian Canadians to this country.



Notes:

- MPP Jack MacLaren and Hungarian Ambassador Bálint Ódor offered opening remarks at the exhibition launch with 70 guests in attendance.
- Hungarian freedom fighters, Les Farkas and Joseph Polgar also shared their memories and perspectives on the revolution at the launch.

The Cold War: Causes – History – Impact,
June 14 to August 28, 2016
Partner: Embassy of the Federal Republic of Germany

Produced by the Berlin Centre for Cold War Studies and the Federal Foundation for the Reappraisal of the SED Dictatorship, and exhibited outside of Berlin for the very first time, the exhibition examined the ideological, political, military, and economic causes of the Cold War from a global perspective.

Notes:

In conjunction with the exhibition, Andrew Sopko, a Queen's University PhD candidate who is researching the effects of the nuclear bomb on the cultural and social realities of Canadian society presented a talk titled *Sound and Fury: A Brief History of Ottawa Civil Defence Under Charlotte Whitton, 1960-1962* to 14 audience members.



Nuts & Bolts: The Stories They Tell
Spring/Summer 2016 Legislative Assembly of Ontario

A condensed version of the Museum's 2015 exhibition travelled to the Legislative Assembly of Ontario as part of its Community Exhibits Program. It featured rarely seen objects from the Museum's collection that pieced together the history of the facility. Notes:

- Guide and Exhibition Assistant, Tobie Champion Demers was sent to the LAO to install the exhibition as a professional development opportunity.

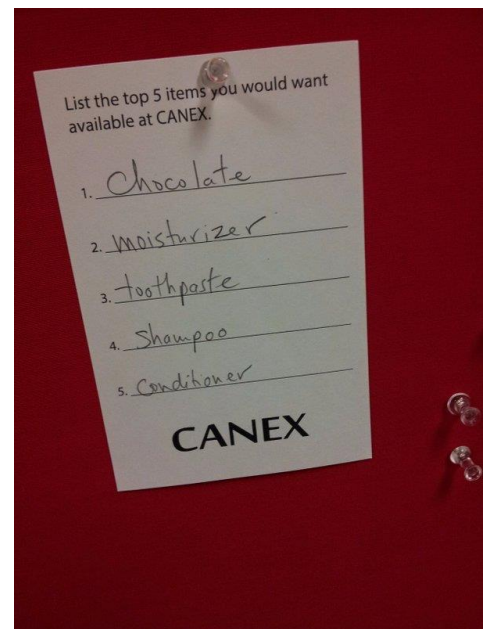


CANEX: Convenience and Community
April 23, 2016 to December 31, 2018

The CANEX at Canadian Forces Station Carp contributed to employee morale by helping to achieve a sense of normalcy for those stationed at this underground military station. From cigarettes and candy, to toiletries and magazines, CANEX provided simple goods and conveniences that offered a small level of comfort to the station's personnel. Visitors are invited to step back in time in this updated space, recreated to represent the canteen in 1977.

Notes:

- Brittany Vela worked on this project through her work placement as a student of Algonquin College's Applied Museum Studies program.
- Input provided by members of the Diefenbunker Alumni Association and Canex was instrumental in the development of the exhibit.
- CANEX: *Convenience and Community* launched with *A Select Few* on the evening of the Diefenbunker Alumni Association's annual reunion with over 70 guests in attendance.



A Select Few, April 23 to October 2, 2016

This exhibit presented highlights from the Diefenbunker Collection selected by Museum staff, volunteers and Board Directors. Each object has a place in the history of Canadian Forces Station Carp or a related Civil Defence facility.

Ongoing: A Nuclear Family Kitchen, October 4, 2015 to September 3, 2017

EDUCATION

Highlights

- The Conflict Resolution Program was delivered to over 500 students in 23 classes from nine different schools. Seven of these schools participated in the program for the first time in 2016, showing that the reach of the program continues to grow.
- Many staff members have been trained to deliver the program, including a new Program Coordinator who started in October 2016.
- Over 250 students from the Encounters with Canada program (2 different sessions) participated in a tour and modified version of the Conflict Resolution Program. This workshop has received very positive feedback from students and teachers.
- In response to teacher requests, a new workshop called The Art of Espionage was developed in June 2016. This workshop involves elements of our popular Spy Camp and Birthday Party programming like coding and decoding secret messages, but designed for a full class to participate.
- One week of March Break Spy Camp and nine weeks of Summer Spy Camp were delivered by Diefenbunker Staff, in addition to a week-long camp held offsite at the Jewish Community Centre. Over 120 campers participated in Spy Camp programs over the course of the year.
- A few repeat families chose to vacation in Ottawa so their children could participate in Spy Camp, with two families travelling from as far as Austin, Texas and Rochester, Minnesota.
- Our Summer Library Outreach program was very popular, with over 75 children participating over the course of five sessions at Ottawa Public Library branches in July and August.
- A specialized Grade Three program was delivered at St. George's School during the museum shutdown, with excellent feedback on the quality of the program and the skill of the staff.
- In November, staff members presented workshops as part of the Association of Bright Children of Ottawa's Bright Lights program. The Diefenbunker's Art of Espionage workshop was sold out, with 20 students participating in the three-part program.
- Many outreach events were held to promote our educational programming to teachers, including exhibitor tables at the OCETFO PD Day in February and the OHASSTA conference in November, as well as an Open House night at the museum for teachers in October.
- 12 visitors took part in the Museum's Archaeology Month tours in August, and 30 Geocache participants logged into its website with very positive feedback after locating the Museum's cache.
- Mariah Horner, a Master's student at the University of Ottawa interested in performing history in historical sites, developed and presented a short thesis show to her advisors in the Museum's Prime Minister's Suite in August.



SPECIAL EVENTS AND PUBLIC PROGRAMS

Partnerships

- Savvy Company (Valentine's Wine, Beer & Cheese Tasting)
- Escape Manor (Escape the Diefenbunker)
- Music and Beyond (An Evening at the Diefenbunker)
- Ottawa Beer Events (Summer Beer Tasting)
- Haunted Walks of Ottawa (Incident at the Bunker)
- Geoffrey Skeggs & the Swan at Carp (Whisky Tasting Fundraiser)

Highlights

- 68 guests enjoyed a wide selection of craft beers, Ontario wines and artisanal cheeses at our Valentine's Day tasting event with Savvy Company.
- *Escape the Diefenbunker* launched in March with a celebration that brought together our Escape Manor partners, stakeholders and the media. Six months' of tickets sold out within the first day of the program announcement with significant social and earned media attention, and a growing waiting list that led to the opening of additional slots. The program continues to attract new audiences with over 9,000 participants.
- The annual Easter Egg Hunt in March was popular once again, with several hundred visitors participating.
- Doors Open continues to attract visitors with over 1,400 joining us for free guided tours of the Museum on the first weekend of June.
- Free tours and family focused activities were offered to over 450 visitors on Canada Day.
- Our second summer beer tasting was in partnership with Ottawa Beer Events and it sold out with 90 participants.
- We ran three afternoons of special tours in October for the *Incident at the Bunker: A*
- *Zombie Adventure* produced with our partner the Haunted Walks of Ottawa, with 946 visitors.
- In November, the Diefenbunker hosted the community Remembrance Day ceremony in partnership with the West Carleton Cenotaph Committee at the new Cenotaph in Carp, with wreath laying, speeches and a reception at the Diefenbunker afterwards.
- We raised a record high amount of funds at our Whisky Tasting Fundraiser this past November. After expenses, roughly \$9,000 was raised! We also sold out and opened a few extra tickets for a very full house of 130 participants.
- On December 10, the Museum participated in the Huntley Community Association Christmas Parade with a float with the theme of "How the Grinch Spied on Christmas".
- We began offering free hula hooping in the Bank of Canada Vault, run by a community volunteer, Brittany Taylor
- We offered our *How the Grinch Spied on Christmas* programming on weekends leading up to Christmas. These afternoons of crafts, hot chocolate, and showing the live-action movie *How the Grinch Stole Christmas* are designed for children to participate with their families.





COLLECTIONS

Donations of Artefacts, Display Items, and Props included:

- Vintage items circa 1975/80 for the CANEX exhibition;
- Tin can of 'Survival Food Ration" Ash-Jon Corporation;
- Period props for office and military uniform re-creations, military uniforms;
- Vintage XT, Osborne computers + manuals/microfiche reader/microfilm reader/Xerox typewriter/Telex;
- Plexiglas communication wire wall supports from the Diefenbunker and related sites;
- Military radiation simulator test apparatus, manual, Geiger counters and various radiation related manuals;
- RCA Geiger counter in original box with instructions;
- Marshall Levine US collection of 145 vintage anti-war/nuclear protest buttons

Donations to the Archives and Beaton Cold War Library included:

- 165 books to the Library;
- DVDs "Operation Abolition" anti-communist film, "Operation Abolition Correction", "Brick Bradford", 15 cold war action episodes 1947, "USS Liberty – Dead In the Water";
- Record album by Linus Pauling "Fallout and Nuclear Warfare";
- Research CD "Radio Communications at the Diefenbunker during the Cold War" by R. Campbell;
- Record set by Longine: "The Kennedy Years 1956-1963" narrated by Dean Rusk;
- 14 USAF Staff Development Course books, cold war topics 1958;
- Cold war era board game "Glasnost" 1988, "Confrontation" 1974, "Bluff" 1963, "Secret Atomic Bomb" 1960s, "Guided Missile", Hasbro atomic submarine missile game, "Microdot", "Nuclear Escape", "Red Storm Rising" 1988, "Conspiracy", "Supremacy", "Secret Weapon", "Blasto" 1959, "The Hunt for Red October" 1988, "Tactics II", G.I. Joe missile launch game and circular maze tank game 1960s;
- US Senate Committee report "Rebellion in Russia's Europe..." 1965;
- HUAC Report on "Operation Abolition", "The Great Pretense" May 19, 1956, "How the Chinese Reds Hoodwink Visiting Foreigners" April 21, 1960;
- USAF report "Dosage and Dose-Rate Curves of Residual Radioactivity";
- Pulp sci-fi book "Uranium 235" by John Muller;
- "The Effects of Atomic Bomb" US strategic Bombing Survey 1946;
- 3 cards from the children's 'Red Menace" anti-Communist series 1951;
- 2 Fortune magazines, both in 1961 (Cold War articles);
- Joint Commission (US) "Fallout From Nuclear Weapons Tests" 1959;
- Joint Commission (US) "Selected Materials on Radiation Protection..." 1960;



- Two Canadian bomb shelter booklets from EMO North Bay;
- POST magazine Mar 12, 1949 "NY School for American Communists", 3 Radio-Electronics magazines mid-1950's with cold war subject articles;
- Current History Journal Feb. 1957 "Russian Foreign Policy After Stalin";
- Booklet "What Can I Do About Communism?", "How the Communist Party Operates" 1961, USSR 1959 New York exhibition (propaganda), booklet of pictures of the Berlin Wall construction 1961, "Prospecting with a Counter" 1954, Canadian Army booklet "...Training Nuclear, Biological and Chemical Warfare";
- Books: "Nuclear Tests and Disarmament 1960-1963", "Dale of the Mounted - Atomic Plot" by Joe Holliday 1959, Hiroshima by John Hersey (Bantam Book pocketbook edition);
- Business card "We Will Bury You...." Khrushchev speech spoof circa 1956;
- Brooke Bond Picture Card book for "The Race into Space" UK version;
- Two pulp novels "Danger Woman" 1966 and "Counterspy Murders" 1943;
- Newspaper Daily News UK " Spy Scandal in Britain's Defence HQ" 1971;
- "Red Channels" 1950 anti-Communism publication (rare);
- 1962 Behlen Mfg Co. Atomic Bomb Shelter Catalog Brochure Sales Folder;
- Boxed set of all eleven original Ian Fleming's 007 novels.

Capital Projects

The Guard House rehabilitation project is complete. This major undertaking involved replacement of the siding, the repair of age and water related damage, the installation of new windows and the elimination of the interior jackposts. A new, accessible services desk has been installed, and the interior has been freshly painted. Our updated and refreshed Guard House will certainly make a memorable first impression for our visitors.

This project was funded jointly by the Government of Canada and the City of Ottawa, for a total cost of \$44,150.00.



The Elevator Car Top Rail project is complete. The installation of collapsible rails brought our elevator into compliance with updated safety regulations, and allows us to keep the elevator in service. This project was previously funded.

Research

Facilities staff have been researching the design and construction of the Antenna Tuning Hut, with a view to undertaking a conservation and repair effort in the spring and summer of 2017. Constructed of fibreglass sections, the conservation of the structure will require an in depth understanding of the materials and techniques used in its construction.

Conservation

The Air Raid Sirens currently on display at the entrance to Butler Hut have been treated to remove built up layers of paint and a fresh layer of corrosion inhibiting paint has been applied. Further detail work will be undertaken in the coming months.

Butler Hut received a minor facelift in the last year, including the fabrication and installation of steel cradles for our display missiles. Thanks to one of our skilled volunteers, Pete Sharp, we have wheeled supports that enable us to move the display missiles for cleaning and maintenance.

Facilities challenges:

Operating systems in the building remain a challenge: key mechanical and electrical systems are at or beyond their life span, and they remain at a high risk for failure. Capital funding for reinvestment in building systems is lacking and it must be noted that failure of these systems would necessitate closure of the museum.

While we have made substantial gains in emergency equipment such as the generator and fire suppression systems, we will need to examine and improve the plumbing, electrical and HVAC systems in future. The completed Building Condition Report provides a thorough baseline on the current state of the Bunker infrastructure.

Our popularity and increased visitor load has placed further strain on the plumbing and HVAC systems, and the risk of failure is increasing. The plumbing system requires a major overhaul to reflect the current use of the building. While we can implement short term fixes to alleviate the current difficulties, an in depth study and comprehensive plan are required in order to continue operations.

The HVAC system is operational in its current state, but it requires updates and overhauls as well. The increased visitor load has increased interior temperature and humidity. Our HVAC operations are restricted due to the shortcomings of the extant equipment and this has led to interior building conditions that are much less than ideal. This is another area in which an in depth study and plan are required.

The as-built electrical systems also present a difficulty to building operations. Systems and wiring are aging, and there are numerous retrofits. Expenditures for electricity are high, and this is partially a result of the as-built design of the Bunker. Undertaking a study and plan approach to the rationalization and updating of the Bunker wiring and electrical controls is necessary.



RENTALS

Corporate Meetings and Events

Our meeting and event rentals program continues to gain in popularity. To maximize our revenues for this program, it underwent a complete overhaul at the end of 2016.

Filming Rentals

Photographers and filmmakers continue to find inspiration in the Diefenbunker.

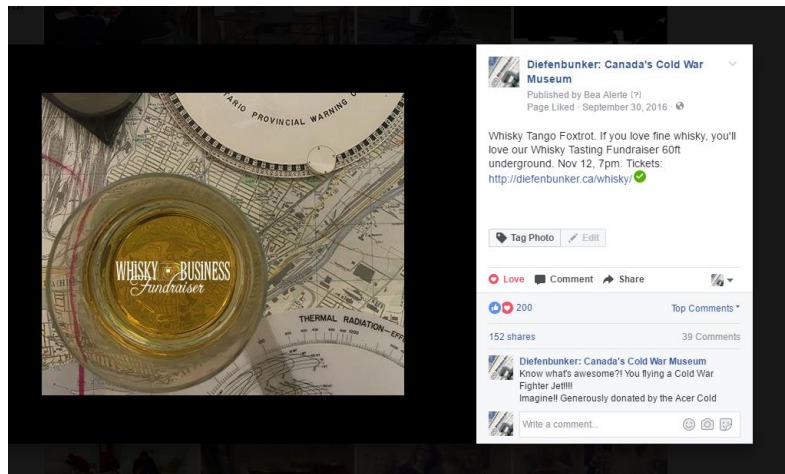
In November, the museum closed for three weeks for our first major film rental directed by Neill Blomkamp.



MARKETING

Advertising

- We had an emphasis on Facebook Ads (low cost, high return, and interactive) to promote events and activities.
- Families (CHEO Tiny Hearts Magazine, Macaroni Kids blog, Ottawa Family Living Magazine, the Humm, Canadian Military Family Magazine);
- Tourists (Ottawa Kiosk, Globelite Travel Guide, ESSENTIAL Magazine, HORIZON Magazine, Ottawa Visitor Guide, Where Ottawa Map);
- Tour operators and school groups (Ontario Motor Coach Resource Guide, Motor Coach Canada Guide, Destination Planners Guide, Fieldtrip Guide to the Capital, Student Group Tour Magazine);
- Business, Military and Diplomatic communities (Kanata Networker, Meeting Planners International Directory, Canada for the Diplomatic Community Guide).



The Museum still benefits from the Ottawa Museum Network's work to promote and advance the interests of its eleven member museums, of which the Diefenbunker is one. Funded by the City of Ottawa, the OMN develops and implements an annual advertising campaign to promote the museums, and in 2016 it undertook its ninth such campaign.

Earned Media

We attract a significant amount of earned media as a 'must-see' destination in Ottawa with original programming and events for visitors of all ages. We received significant media attention in 2016 across print, digital, radio and television. This included EMC West Carleton Review, CBC, CTV, The Ottawa Citizen, Ottawa Sun, EPOCH Times, the Humm, Metro News, Le Devoir, Where Magazine, Toronto Sun, OttawaToursim.ca, OttawaMagazine.ca, OttawaJazzScene.ca, apt613.ca, NGCmagazine.ca, Expedia, So German Blog, Today's Farmer, CBC Radio and Television, Radio Canada, TFO, CFRA, and Rogers (...to name a few).



Awards/Recognition

We continued to receive strong recognition for our achievements in 2016. Among our top honours:

- 2016 Ottawa Tourism Award for Tourism Partnership of the Year for Escape the Diefenbunker, with Escape Manor Inc
- A fifth consecutive Trip Advisor Certificate of Excellence for consistently earning top ratings from our visitors
- Carp voted the Friendliest community in Canada (competing against 2000), one of the main reason being The Diefenbunker Museum



MUSEUM MANAGEMENT

Highlights:

- We currently had 26 staff at the museum, including full-time and part-time employees;
- We have moved to a four function organizational structure: curatorial, facilities, operations, marketing, reporting to the administration function;
- Administration includes leadership, finance, HR policy development, implementation of the Strategic Plan (Henriette, Anne, Megan);
- Operations includes all front-line and visitor services and volunteer areas (Helen, Alexandra, guides, volunteers);
- Facilities includes all facility planning, building maintenance, conservation, digitization, and operational health & safety (Lizz, Sean, Phil and the facility volunteers);
- Curatorial includes content and knowledge, exhibitions, education, collections (Megan, Mary, Thomas);
- Marketing includes advertising, marketing, business development, rentals, events and web/social media (Kelly and an Event Coordinator)

SUMMARY OF OPERATING CHALLENGES AND ACHIEVEMENTS

Achievements:

- The museum is a top tourist and local attraction in the National Capital Region, and attendance has doubled in five years;
- The museum will end 2016 with the highest surplus it has had in years, due to new revenue streams (e.g. evening rentals like Escape Manor) and tight budget control;
- Customer service levels continue to be high, as evidenced in the TripAdvisor Certificate of Excellence and the rise of the Diefenbunker to be included in many top 10 things to do in Ottawa;
- The team continued to work on partnerships and collaborations, such as Escape Manor Inc, the Embassy of Germany, the Embassy of Hungary, the Haunted Walks of Ottawa, the Huntley
- Community Association, the Carp Cenotaph Project.

Operating Challenges

- Lack of capital funding to reinvest in facility improvements and maintenance puts the Bunker at a high risk of failure of key mechanical and electrical systems that are long past their life span, and which would require the museum to close if they failed;
- Lack of operating funding to achieve necessary staffing levels, particularly now that there are more events and rentals during evenings, and growing popularity of events like Doors Open, as well as Floor Warden requirements to comply with the Fire Safety Plan;
- It has been difficult to attract enough bilingual staff during the week to offer programs in French;
- The lack of sufficient operating funding has made it difficult to fund things like the educational programs, exhibitions and the collection, as most of the budget covers the minimal staffing we need to operate the building, and the rising facility costs; this puts us at risk of future museum program development, and we also risk losing staff as we cannot invest enough into appropriate salaries compared to other institutions;
- We have a very small acquisitions budget, not enough to buy any significant artifacts should they come on the market;
- The lack of staff makes it difficult to work on longer-term research driven historical exhibitions. Currently most exhibitions are done in partnership with others and we use a lot of volunteers, partners, sponsors and funders to attract additional in-kind financial support, which requires a great deal of time to manage these stakeholders.

Staff List

Henriette Riegel, Executive Director
Megan Lafrenière, Curatorial Manager (Deputy Director)
Kelly Eyamie, Marketing and Business Development Manager
Elizabeth Thrasher, Facilities Manager
Helen Harris, Operations Manager
Anne Musca, Accounts Manager
Mary S Land, Curator of Learning
Thomas Littlewood, Conflict Resolution Program Coordinator
Megan Jones, Financial and Administrative Assistant
Sean R Joynt, Visitor Services Coordinator
Phil Duncan, Visitor Services Coordinator
Alexandra Galloway, Visitor Services Coordinator



Museum Interpreters

Nicholas Boisvert
Marc Alain Bonenfant
Morgan Buch
Tobie Champion-Demers
Theo Czerny-Holownia
Shantale D'Aoust

Charlotte Dovbniak
Kirin Ewins Roulston
Marielle Gauthier
Madysen Gillespie
Mathieu Henrie
Torie Howes

Olivia Joiner
Claire MacFarlane
Paige McDonald
Brittany Vella
Justin Williams
Rachel H Wilson



Departing Staff

Brendan Goodfellow, Facilities Manager
Lindsey Thomson, Operations Manager/ Volunteer and Public Programs Manager
Katie Balmer, Events and Community Engagement Manager
Marc Trudel, Visitor Services Coordinator
Carolyn Harman, Online Community Coordinator

BOARD OF DIRECTORS / CONSEIL D'ADMINISTRATION

Bernard Proulx, President of the Board, Chair of the Human Resources Committee

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MEMBERSHIP

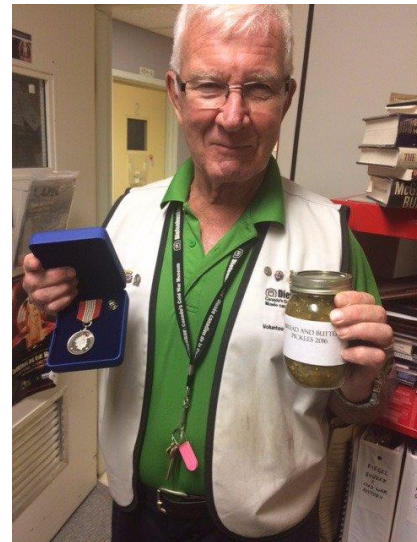
The Inner Square program had 30 cardholders in 2016 (6 Families; 19 Individuals; 5 Couples). 2016 ended with 21 voting Diefenbunker Members.

A General Meeting of Members and Holiday Celebration was held in December to celebrate the year's achievements, and to look at our plans for the year ahead. We honoured our long time volunteer, Mike Braham,

VOLUNTEERS

Volunteers at the Diefenbunker worked an impressive 4,000 plus hours in the following areas:

- Providing guided tours based on lived experiences;
- Operating the amateur radio station VE3CWM;
- Helping to maintain the facility and performing specialized facility work;
- Supporting and undertaking archival and collections work, and research;
- Acting as Floor Wardens and interacting in meaningful ways with the public;
- Delivering Spy Camp and birthday party programming;
- Helping at public and family events;
- Acting as zombie interpreters for the Diefenbunker's specialized Halloween programming



Thank you to our dedicated volunteers

Jamie Bastien
Alan Bauld
Doug Beaton
Lorne Beaton
Christian Belter-Malboeuf
AJ Bhogal
Christian Bisailion
Robert Boyd
Mike Braham
Ralph Cameron
Phoebe Gao
Dominique Giordano
Dave Green

Gord Heath
Brian Hu
Bronwyn Jackson
Reese Jardine
Brian Jeffrey
Jeremy Jones
Richard Kirby
Erhan Kum
Kevin Leblanc
Morrie Lightman
Winston Manning
Kira Mathers
Dave McCaw

Les Ott
Graham Patterson
Dave Peters
Adam Prittie
Graham Royston
Peter Sharp
Nick Shepherd
Aadam Sherazi
Zoe Sutcliffe
Brittany Taylor
David Thompson
Graham Wheatley

Zombies

Alex Ventura-Alfaro
Alicia Bedford
Alizeh Shah
Amy Sabourin
Anika Debroy
Chloe Bastien
Christine Young
Cindy-Lee Scott
Dan Davies-Ostrom
Daphne Cantin
Daphne Dillman
Dominique Kurtz
Dylan Rawlings
Elizabeth Pike
Elizabeth Vermeer
Eric Hatton
Ethan Morphew
Evan Helmer
Fraser Anderson
Gisela Grossman
Isabel Batten
Isabella Hearne
Jack Bernier
Jacob Braun

Jaime Deschamps
Jamie Chapman
Jeffrey Stevens
Jessica Desjardins
Johvi Leeck
Jordanna Dunbar
Jordyn Mason
Katelyn Toone
Kea McKay
Katherine Pike
Kathleen Bernard
Kathryn Whitaker
Katie Gilroy
Katie Parsons
Kayla Dobson
Lila Stone
Lucie Maheux
Lynette Pike
Magellan Dufour
Mahigan Giroux
Martin Difruscio
Matthew Sauro
Maxine Montpetit
Meg Davies-Ostrom

Meghan Delve
Melanie Chapman
Michaela Murphy
Nathalie Gladu
Pamela Nounou
Pat Cusano
Paula Difruscio
Payton Anvari
Piper Murphy
Rachelle Garcia
Rory Rink
Rowan Davies-Ostrom
Ryan Hesson
Sarah Gourlay
Seanna Mark
Shanzay Shah (11yo)
Stephane Antille
Todd Butler
Victoria Scott-Van Lith
Yannick Bisson
Zaviar Shah (9yo)
Zoe Sutcliffe
Zoe Gladu



ALUMNI ASSOCIATION

In 2013, one of the Museum Volunteers initiated the creation of the Diefenbunker Alumni Association.

The objective of this initiative was to draw upon the experiences of former military and civilian personnel who had served in the Diefenbunker when it was operational as source of technical and anecdotal information. The Museum was fully supportive of this effort and the Executive Director was invited to be the Patron of the Association.

Four highly successful annual reunions of Alumni members were held in the Cafeteria of the Museum and have included participation by former military and civilian personnel who served throughout the operational life of the Bunker. The exchanges during these gatherings gleaned interesting facts about life in the Bunker and its evolution over its operational life span. A fourth reunion has taken place in April 2016.

The Association Coordinator, our volunteer Mike Braham, currently has almost 200 alumni on his distribution list and publishes a periodic newsletter as a vehicle for exchanging information and ideas. In addition, there is a CFS Carp site on Facebook that provides another ready source for the exchange of information.

The Alumni Association has proved to be a valuable, no-cost asset and an important part of the heritage of the Diefenbunker Museum.



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Thank you to our Community Supporters

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Denis Foss
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