



**2023**

**ANNUAL REPORT**

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



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# » A YEAR OF POWERFUL PROGRESS

## ● A MESSAGE FROM OUR EXECUTIVE DIRECTOR AND OUR BOARD CHAIR

The year 2023 was one of tremendous momentum and milestone achievements, as we celebrated the 25th anniversary of our one-of-a-kind museum. Since its opening in 1998, the Diefenbunker has welcomed close to one million visitors, bearing witness to countless stories, memories, and transformational experiences.

For our anniversary, we opened the museum for seven days a week in the summer months and welcomed over 67,000 visitors over the course of the year. The museum continued to offer engaging special events — bringing back our signature annual Whisky Tasting Fundraiser for the first time since 2019 and returning to in-person activities for Winterlude as an official event partner. Visitors were also drawn into the creative music and video explorations of Cold War preparedness themes by our 2023 Artist-in-Residence Wind Up Radio.

A major achievement was the opening of two new permanent exhibitions. Through storytelling, engaging interactives, and unique artifacts from our past, *Canada and the Cold War* invites visitors on an immersive journey through history. *An Inuit Story: The DEW Line* features an entire gallery dedicated to Inuit voices and experiences, broadening our presentation of under-represented narratives. This commitment to diversity and inclusion was further solidified by the museum's national Rainbow Registered accreditation as a 2SLGBTQI+ friendly organization in 2023.

As a testament to our ongoing relevance and national acclaim, we were honoured to be interviewed and highlighted in a feature spread in *The New York Times*. We were also recognized by the Canadian Business Awards as the Most Unique Immersive Canadian Heritage Visitor Attraction – Ontario, which attests to the exceptional visitor experiences we offer and our contributions to the cultural heritage sector.

Thanks to generous funding from Infrastructure Canada and Infrastructure Ontario, the museum completed the installation of a new HVAC system, addressing the bunker's aging infrastructure and safeguarding the museum's operations for generations to come. We were also pleased to receive an Ontario Trillium Foundation investment towards making our visitor spaces more accessible — by installing a viewing platform to safely open the site's historic Machine Room to the public for the first time, and by upgrading ramps and entryways for barrier-free travel throughout the site. In addition, Canadian Heritage funding has allowed us to make significant progress towards digitizing the museum's collections.

As we celebrate 25 years as Canada's Cold War Museum, we cast a sober eye on rising global tensions. Our messages of preparedness and peacebuilding resonate now more than ever. In this geopolitical climate, we have an important role to play, safeguarding this unique piece of Canadian history while offering a platform for meaningful conversations, collaborations, and connections.

We have a remarkable story to tell and history to preserve. We are grateful for the dedication of our Board of Directors, staff, volunteers, partners, granting bodies, donors, and community supporters who have allowed us to achieve such impressive accomplishments this year. You have enabled us to journey down a path of continued growth and to thrive as Ottawa's immersive history destination.



**Christine McGuire**  
Executive Director



**Susan McLeod**  
Chair, Board of Directors





# »» WHO WE ARE

## ● 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 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 a critical period in world history.

## ● OTTAWA'S IMMERSIVE HISTORY DESTINATION

Explore educational exhibitions, connect with Cold War history, and discover unforgettable experiences.

## ● DESCEND INTO HISTORY, 75 FEET UNDERGROUND

The Diefenbunker is Canada's most significant surviving Cold War artifact — it is an impressive four-storey underground facility that operated as the country's central communications headquarters during the Cold War, ready at any moment in case of a nuclear attack. Today, it is a one-of-a-kind museum and national historic site, telling stories of national and international importance.

Through award-winning exhibitions, tours, programs, events, and escape rooms, the museum offers an important platform to spark meaningful conversations, collaborations, and connections in response to our changing world. Located in Canada's capital, the Diefenbunker is a remarkable immersive history destination, preserving important Canadian Cold War stories and artifacts and welcoming visitors from all around the world.



The Diefenbunker is an independent charitable organization governed by a Board of Directors and led by an Executive Director. A full-time professional staff and a corps of volunteers attend, collectively, to the stewardship, vision, growth, and sustainability of this important organization. We promote the importance of understanding our past, for present and future generations to strive to build a more peaceful future.



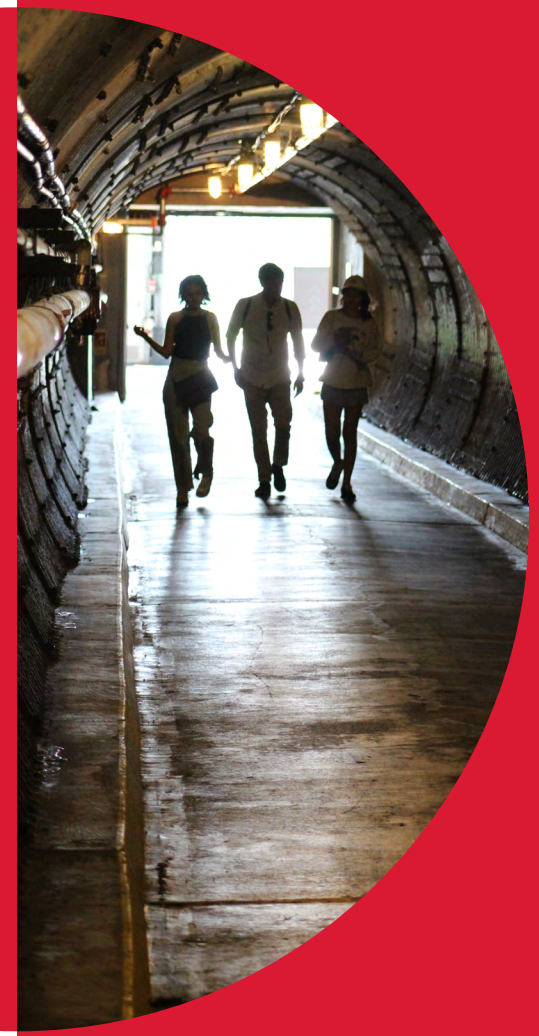


# »» 2023 AT A GLANCE

General Admission participants	<b>31,629</b>
Guided Tour participants	<b>17,216</b>
Special Event attendees	<b>3,517</b>
Educational Program participants	<b>2,860</b>
Bunker Birthday Party guests	<b>949</b>
Spy Camp participants	<b>211</b>
Escape the Diefenbunker participants	<b>10,548</b>




**66,930**  
visitors through the Blast Tunnel




## Total Followers

<b>7,176</b>	<b>2,541</b>
<b>3,120</b>	<b>202</b>
<b>4,590</b>	<b>1,338</b>
<b>732</b>	<b>5,495</b>



**91%**  
of new TripAdvisor reviewers awarded us 5 stars



**454,530**  
pageviews on our website



**3,427** volunteer hours given by 30 volunteers



**2,006** items digitized in our collections database

**43** items donated to our collections



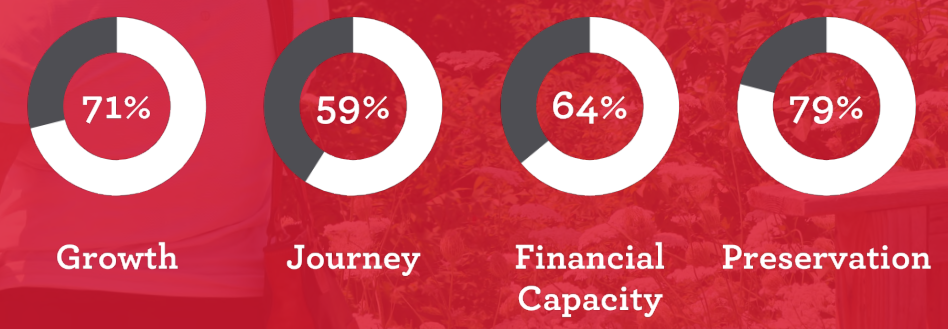
**\$773,884** in revenue made from museum admissions and tours

**\$652,543** received in operating and employment grants

**\$446,579** in revenue made from rentals, fundraising, and other activities

## 2022-2024 STRATEGIC PLAN PROGRESS

### Year 2 Review





# » 25TH ANNIVERSARY

In 2023, the Diefenbunker celebrated a milestone anniversary — 25 years as a one-of-a-kind museum. Museum staff and supporters alike delighted in the celebrations to honour our history and highlight our achievements, while taking part in special offerings, themed programming, and new opportunities to descend into history.



## ● 120 ATTENDEES JOINED US FOR OUR ANNIVERSARY EVENT

For the anniversary date in June, we hosted museum founders, alumni, members, Board, staff, volunteers, and community stakeholders, past and present, to reflect and reconnect. We shared memories and stories of success, and debuted a commemorative video showing the journey of the Diefenbunker Through the Decades.



## ● WE REFLECTED ON OUR MONUMENTAL GROWTH AND IMPACTS

Our 25th Anniversary Impact Report follows the Diefenbunker on its journey, from humble beginnings through significant accomplishments to its ongoing growth. It is a testament to how far we have come since the museum first opened in 1998, and a declaration of continued endeavours to preserve this window into the past and to share important lessons for future generations.

## ● 25 ARTIFACTS FEATURED

Blog posts uncovered Cold War stories behind never-before-seen items from our collections and archives.



## ● 530 COMMEMORATIVE PINS SOLD

We introduced limited-edition pins and other new merchandise to our Gift Shop.



## ● A WALK DOWN MEMORY LANE

We invited current and past visitors, staff, volunteers, and museum supporters to share — online and in person — their anecdotes, photos, and memories of the Diefenbunker.



## ● HOURS EXTENDED

The summer was busy — in July and August, the museum was open 7 days a week, and Escape the Diefenbunker ran on one additional evening.



## ● 25 YEARS OF . . .

Preserving history

Providing a platform for learning

Building community

Contributing to the economy



**18%**  
higher-than-targeted  
visitor attendance

**2,990**  
new followers  
on social media

**177,000**  
first-time  
website visitors





“We visited the Diefenbunker after looking up ‘best museums in Ottawa.’ It was one of the most unique museums we’ve ever been to. The entire place is one big exhibition.”  
Diefenbunker visitor, 2023

## ● NEW PERMANENT EXHIBITIONS

We completed a major transformation of our gallery spaces to present two new permanent exhibitions that showcase diverse perspectives and provide an immersive journey through Canada’s Cold War story.

### *An Inuit Story: The DEW Line*

This exhibition exposes the long-lasting negative effects — from forced relocations to toxic waste — that the Distant Early Warning (DEW) Line has had on Inuit communities in the Arctic. With an entire gallery dedicated to Inuit voices and experiences, the exhibition presents first-hand accounts from Inuit, alongside powerful images and videos, an interactive activity, and a large-scale floor map, inviting viewers to learn from the legacy of Canada’s Cold War history and to work towards reconciliation.

This exhibition was developed in collaboration with the Government of Nunavut.

### *Canada and the Cold War*

*Canada and the Cold War* takes visitors through defining moments in Canada’s Cold War history to examine how community and government responses at the time have shaped our country as we know it today. Discussing themes of achievement and tension, preparedness and fear, and Canadian identity, this exhibition integrates artifacts, compelling stories, engaging audio and video content, and interactive activities to encourage critical thinking about the legacies of our recent history.

This exhibition was a major renewal of an outdated gallery, spanning five museum rooms that served as sleeping quarters for military personnel when the Diefenbunker was in operation.



“Fascinating time capsule of Cold War history, offering an immersive and educational experience.”  
Diefenbunker visitor, 2023

## ● ARTIST-IN-RESIDENCE EXHIBITION

### *Cold Comfort for a Hot World*

October 21, 2023, to February 4, 2024  
Wind Up Radio, 2023 Artist-in-Residence

We welcomed collaborative duo Wind Up Radio, founded by Sarah Blumel and Anisa Cameron, for a multimedia exploration of how we cope in the face of an uncertain future, taking inspiration from Cold War preparedness that the Diefenbunker exemplifies. Original keyboard tunes and lyrics, juxtaposed with video clips of civil defence films, offered a satirical view of government directives aimed at citizens preparing for the possibility of a nuclear war. These compositions invited visitors to consider an unlikely truth: that levity and laughter may be possible — perhaps even comforting — in moments of fear and helplessness.

## ● INTERPRETIVE PANELS

### *Diefenbunker by Decade*

Over the 32 years that the Diefenbunker was in operation as a military base, technology was constantly evolving. New interpretive panels detail differences in the communications equipment (phones, typewriters, and computers) that were used from the 1960s to the 1990s and that can be seen throughout various offices in the bunker.





# »» VISITOR EXPERIENCE



## ● IN-PERSON EXPERIENCES

Visitors have delighted in new options for engaging with history on site. An interactive “What Would You Do” poll sparks conversation; designated photo spots are an invitation to pause in important historical locations and capture memories from the museum visit; and themed scavenger hunts inspire visitors to explore all four storeys of our remarkable facility. A highlight for visitors is hearing Radio Room volunteers explain how the technology works — and even trying their hand at Morse code.

### Radio Room volunteers

Several of our volunteers form the amateur radio group VE3CWM, operating original and newer equipment in the Diefenbunker’s Radio Room. In 2023, our volunteer radio operators made over 1,600 connections with other amateur radio operators in 35 countries around the world.

“The first time I served as a volunteer was in February of 2023. I mostly volunteer as an amateur radio operator for the Radio Room. This is my chance to give back to the community, in an area where I also have a hobby that I enjoy.”

Norman Siemens,  
Diefenbunker volunteer



### Machine Room viewing platform

In November, we opened a viewing platform overlooking the Diefenbunker’s Machine Room, safely opening up this engineering marvel to the public for the first time. This historic space is the heart of the bunker and contains original machinery and self-sufficient systems that were designed to sustain the building in the event of a nuclear attack during the Cold War. The Machine Room continues to maintain the facility’s crucial operations today.

“Having an entire museum underground was an exceptionally cool experience for my kids. Being able to learn about the Cold War in this setting allowed us to let what we learned really sink in.”

Diefenbunker visitor, 2023



## ● ACCESSIBILITY, DIVERSITY, AND INCLUSION

Our two new permanent exhibitions introduce Inuit and other diverse perspectives to broaden our inclusion of under-represented histories and voices within the museum. We are also proud to have introduced free admission for Nunavut Tunngavik Inc. Enrolment Cardholders, providing Inuit in the region with greater access to history. Further, our free Audio Guide is now available in Ojibwe, making this the second Indigenous language offered to visitors.

We launched an update to the museum’s 3-D Virtual Tour, which reflects newer facility upgrades and exhibitions and includes updated interpretative content, while meeting national standards for digital accessibility to be ADA- and AODA-compliant. Facility upgrades that improve museum accessibility have included rubber thresholds and a ramp with railings to eliminate tripping hazards and navigational barriers; an additional push-button automatic door at the museum’s exit; and ADA-compliant picnic tables outside, along the museum’s Interpretive Trail.

Our commitment to creating a safe and welcoming space for all was recognized by a national program for 2SLGBTQI+ friendly businesses that accredited the Diefenbunker as a Rainbow Registered organization.



## ● YOUR OWN PIECE OF HISTORY

We were pleased to introduce an array of new bunker-branded merchandise to the Gift Shop, including pins, postcards, and hot sauce. Our most popular items in 2023 were propaganda poster magnets featuring Justin Case and Bea Alerte, Diefenbunker pins, and CFS Carp patches.





# EVENTS



## WINTERLUDE

For the first time since the COVID-19 pandemic, we participated in Winterlude as an official event partner, welcoming visitors to experience Canadian stories and the magic of winter over three weekends in February. Special activities included a snowflake craft, a scavenger hunt, and a temporary exhibit with artifacts and video clips highlighting the history and traditions of the CFS Carp Winter Carnival.

## HERITAGE DAY

We marked Heritage Day by participating in City Hall's Diversity of Heritage event on February 21. Alongside other Ottawa heritage sites, we celebrated local connections to Canada's history.



## EASTER AT THE BUNKER

Over 600 visitors had an egg-cellent time searching for signs of spring at our Easter event on April 7. Families and kids decorated eggs and butterflies, planted seedlings to take home, searched throughout the bunker for camouflaged eggs and flowers, and delighted in some sweet treats.

## DOORS OPEN OTTAWA

On June 3, we offered free museum admission in celebration of Ottawa's built heritage. We welcomed over 500 visitors through our blast doors to experience the unique architecture and history of the Diefenbunker.



## CANADA DAY

On July 1, we offered half-price admission and had several family-friendly activities for visitors exploring the site. Highlights enjoyed by our almost 700 visitors included creative crafts, an outdoor obstacle course, and a fire truck visit from a local fire department.

## TODDLERS' HALLOWEEN HUNT

Between October 25 and 27, we welcomed close to 400 costumed children and their families to trick-or-treat throughout the bunker in search of crafts, games, prizes, and hidden Halloween surprises. The bunker was decorated for the occasion, with cobwebs, pumpkins, colourful lights, and music.

## REMEMBRANCE DAY

For Remembrance Day, we observed a moment of silence to honour those who served at the Diefenbunker when it was an active military base and those who continue to serve to make our world a better place. Visitors created and shared artistic reflections on what peace means to them.

“Have taken numerous family and friends over the years. Such a privilege to have this unique, world-class museum in my own backyard.”  
Diefenbunker visitor, 2023



## WHISKY TASTING FUNDRAISER

Our signature annual event returned to the Diefenbunker on November 18. Over 100 guests savoured a slice of the past with creative whisky and food pairings, a walk through history, a silent auction, and a themed photo booth — all while contributing to the museum's education and preservation efforts. We are grateful to all guests and event sponsors for helping to raise over \$25,000 and creating an unforgettable evening.





# » PROGRAMS

## ● ESCAPE THE DIEFENBUNKER

Families, friends, and colleagues enjoy the challenge of escaping from the world's largest escape room. Our two escape rooms continue to book up well in advance, with the additional Wednesday evening times added during the summer months proving popular.

## ● EDUCATIONAL PROGRAMS

Our educational programs offer a unique experiential learning environment for students to immerse themselves in history. In 2023, thousands of students participated in our on-site and virtual programs, engaging with important history and its implications on our lives today through facilitated discussions, activities, and challenges.

## ● SPY CAMP

We welcomed young secret agents to our March Break and Summer Spy Camps for a total of 10 weeks of learning the art of espionage and foiling the antics of the infamous Agent X. New in 2023, we lowered the minimum age for campers and introduced a Counsellor-in-Training (CIT) program. The CIT program filled quickly and was welcomed as an opportunity for returning campers and other young leaders to develop valuable skills.

## ● BIRTHDAY PARTIES

We added new availabilities so that we can now host more birthday parties each weekend and we increased our guest capacity. Birthday parties are a hit among young children, as they offer a memorable and interactive outing, complete with games, costumes, and a chance to explore the bunker's underground secrets.



“A very immersive experience. The Escape Room is a blast!”  
Diefenbunker visitor, 2023



“We celebrated a 9-year-old’s birthday at the Diefenbunker and the girls had a fantastic time. It was a great indirect way for them to learn about the bunker and explore the different artifacts in the museum.”

Diefenbunker visitor, 2023



## ● A ONE-OF-A-KIND RENTAL VENUE

We continue to offer a unique historic backdrop and full-service event spaces for a variety of meetings, retreats, receptions, film and photo shoots, and even weddings. Our conference room was upgraded in 2023 to include video-conferencing technology, making it a perfect gathering space for teams or businesses.



In 2023, we welcomed notable film companies for productions that included the up-and-coming horror movie *I'll Be Glad When You're Dead* and an episode of the French TV series *Parle-moi de ça, Ottawa*.

## ● OTTAWA LIVE! CONFERENCE

In September, we were honoured to host one day of Ottawa Tourism's Ottawa Live! Conference, welcoming tourism operators and partners from across the country and the world for a keynote presentation and roundtable discussions on accessibility in tourism.



## ● VISIT OTTAWA PASS

In the summer, Ottawa Tourism rolled out the Visit Ottawa Pass, a new way for visitors to experience attractions in the capital. The Diefenbunker was one of eight attractions included in the pass, which could be purchased for a 1-day or 3-day visit to explore multiple museums and tours for a discounted rate. This pass brought new visitors to the museum, while supporting tourism in the region.





# » COMMUNITY ENGAGEMENT

## ● MARKETING AND COMMUNICATIONS

Our diverse online audiences actively engage with our content across social media, our monthly email newsletter, our blog sharing Cold War stories and museum highlights, and special publications and media segments. We completed a research study in 2023 to solicit input from individuals across the country on their knowledge of the Diefenbunker. The results gave us valuable insights into audience awareness and understanding of our brand, which we are using to inform marketing efforts.



## ● IN THE NEWS

- Promotional video featured in a campaign across *CBC Gem*, ICI Radio-Canada Télé, and Cineplex pre-show screenings
- CTV News Ottawa segment discussed the museum's connection to the movie *Oppenheimer*
- *Inside Edition* video segment toured the bunker
- Deep-dive articles on the Diefenbunker were part of *Canada's History* magazine and AFP global news online
- Our Curator contributed to historical podcasts *My Nuclear Life* and *The Urbanist: Tall Stories*
- Ottawa city guide was featured in airline magazines *re:porter* (Porter) and *enRoute* (Air Canada)
- Received Tripadvisor 2023 Travelers' Choice Award
- Listed as a finalist in the Top Museum/Art Gallery/Historic Site category in the Ontario's Choice Awards 2023 (Attractions Ontario)
- Appeared in other articles by the *Ottawa Citizen*, *CityNews Ottawa*, *CBC Radio*, *Le Droit*, *ONFR TFO*, *Le Journal de Montréal*, *Ottawa Tourism Insider Blog*, *Ottawa Life Magazine*, *Ottawa Business Journal*, *Curiosity*, *West Carleton Online*, *The Road Explorer*, *Prestige* magazine, National Association for Interpretation, *Nunatsiaq News* (Nunavut), *The Sun* (UK), *EL PAÍS* (Spain)



## ● #GIVINGTUESDAY

We launched an ambitious education campaign for #GivingTuesday, a worldwide generosity movement that takes place each November. The goal was to cover transportation costs for youth in the National Capital region to take part in our immersive educational programs. Thanks to generous donor contributions, we were able to raise close to \$4,000, which will allow us to bring almost 300 additional students to the bunker to participate in our programs in 2024.



## ● LOCAL EVENTS

We have a strong connection to our local communities, partnering with events and organizations and supporting various charitable fundraisers. In 2023, we were a sponsor of the Carp Fair and Carp Village Harvest Supper, welcomed a Company of Fools theatre production on our grounds, and participated in the Carp Santa Claus Parade with a float and giveaway.



## ● THE NEW YORK TIMES

We were honoured to be featured in *The New York Times*, with a full-page article, interview, and photos that highlight Canada's preparedness efforts during the Cold War, the ongoing relevance of the Diefenbunker's history, and the value in preserving our unique site so that visitors can continue to learn from our past. This story puts the Diefenbunker and Ottawa on the map, with the article being picked up by more than 15 international outlets.



## ● CANADIAN BUSINESS AWARDS

The Diefenbunker was recognized as the Most Unique Immersive Canadian Heritage Visitor Attraction – Ontario in *Corporate Vision* magazine's 2023 Canadian Business Awards. We are proud to be recognized for our contributions to the cultural heritage sector and for our commitment to expanding our offerings and interpretations that showcase relevant connections to Canadian history.





# » RESEARCH AND COLLECTIONS

## ● SPEAKER SERIES

For the second year, we hosted a virtual Cold War Speaker Series, welcoming five presenters across three sessions to bring our audiences new insights into Cold War themes and events.

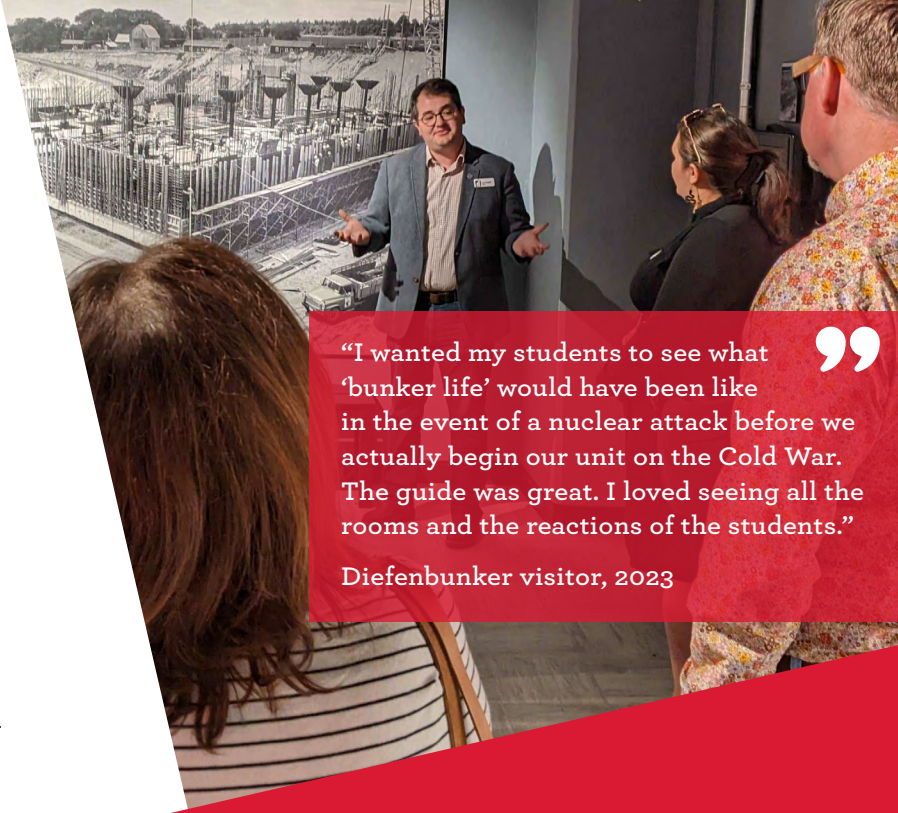
Speaker Dr. P. Whitney Lackenbauer explored the topic of Arctic defence, Joanna and Tim Smolko discussed Cold War music influences, and Dr. Christabelle Sethna and Dr. Steve Hewitt addressed Cold War spying and RCMP surveillance of women's movements. Close to 100 participants attended the live sessions, and video recordings were shared on our blog.



“The topic expanded my lens of what I thought the Cold War was.”  
Speaker Series participant, 2023

## ● ACADEMIC COLLABORATIONS

Our site contains a wealth of historical resources and opportunities for case studies, which many students, professors, and researchers take advantage of throughout the year. We fielded multiple research requests and collaborated with university students from across Ontario and beyond on their projects spanning a variety of disciplines, from design to disaster management to propaganda. We also contributed content to a stop at the Diefenbunker on the Carp Heritage Walk, which the Huntley Community Association launched in the fall.



“I wanted my students to see what ‘bunker life’ would have been like in the event of a nuclear attack before we actually begin our unit on the Cold War. The guide was great. I loved seeing all the rooms and the reactions of the students.”  
Diefenbunker visitor, 2023

## ● ARTIFACTS AND PRESERVATION

Our team continues the important work of documenting and caring for the unique 2-D and 3-D artifacts in our collections. In 2023, the museum took in a variety of new donations to expand our collections, from items originating from CFS Carp to maps and large-scale prints. We also installed new digital hygrometers to allow us to better monitor temperature and humidity fluctuations within the bunker so that we can provide the environmental conditions that will best preserve the facility and its artifacts.



## ● DIGITIZATION

We made significant progress on digitizing the museum's collections holdings, to increase public access to history. Over the course of several months, we scanned or photographed just over 2,500 objects — 515 original blueprints depicting structural and technical aspects of the Diefenbunker from its construction, in addition to 2,006 3-D artifacts. We entered each object into our new online collections database with appropriate metadata and descriptions, in English and French. Thanks to this updated system and its search functionality, these historical objects and their Cold War stories are now available for viewing on our website. We continue to add more items from our collections and archives.



## ● ONLINE RESOURCES

To expand the museum's platform as a resource on the Cold War, we added new content to our website early in the year. This included highlights from our collections, researched articles on aspects of the Diefenbunker and Cold War history, links to additional resources on the Cold War, and oral history videos of Diefenbunker personnel who lived and worked at the site while it was in operation between 1962 and 1994. The oral histories give an inside look at life underground during a critical period of recent world history and allow us to keep Cold War stories alive.





## ● INFRASTRUCTURE AND MAINTENANCE

Important facility upgrades safeguard the sustainable operations and preservation of our unique national historic site, allowing us to continue accommodating visitors while maintaining the site’s historical integrity.

In 2023, infrastructure work included replacing aging piping in the bunker’s dry sprinkler system and installing new electrical wiring to prolong the life of our outdoor septic system. Additionally, our Disaster Recovery Plan and other crucial operational documents were updated to ensure the necessary procedures and supplies are in place to aid any maintenance and recovery efforts.



## ● VENTILATION SYSTEM UPGRADE

We successfully installed an entirely new HVAC system, completing the work begun in 2022 to upgrade the bunker’s aging air ventilation system. As part of the process, a make-up air unit was put in on top of the bunker with the aid of a 60-metre crane, and new machinery was installed in the Machine Room. We also completed other important ductwork and electrical work to integrate the new equipment with existing functional systems. As a result, we can now provide improved air flow, air quality, and climate control throughout the bunker.



## ● GRANTS RECEIVED

- Canada Summer Jobs, Employment and Social Development Canada, Government of Canada
- Capital Fund, Ontario Trillium Foundation and Government of Ontario
- Community Museum Operating Grant, Ministry of Tourism, Culture and Sport, Government of Ontario
- Cultural Facilities Fund, City of Ottawa
- David & Susan Rose Fund, Ottawa Community Foundation
- Digital Museums Canada, Canadian Museum of History
- Investing in Canada Infrastructure Program, Infrastructure Canada, Government of Canada and Infrastructure Ontario, Government of Ontario
- Museums Assistance Program – Digital Access to Heritage, Canadian Heritage, Government of Canada
- Museums Assistance Program – Recovery Fund for Heritage Organizations, Canadian Heritage, Government of Canada
- Museum Service Agreement, Cultural Funding Support, City of Ottawa
- Resilient Communities Fund, Ontario Trillium Foundation and Government of Ontario
- Tourism Relief Fund, FedDev Ontario and Government of Canada
- Translation and Innovation Grant, Ottawa Museum Network
- Young Canada Works, Canadian Museums Association

“Have been wanting to visit for YEARS! Doing a Guided Tour, we were able to get additional stories and anecdotes and, after the tour was over, we were able to wander around and explore even further — inside AND outside. We heartily recommend visiting this marvel of engineering and Canadian history.”  
Diefenbunker visitor, 2023





# »» OUR TEAM

## ● BOARD OF DIRECTORS

### Chair

Susan McLeod, Consultant (retired), Susan McLeod Solutions

### Vice-Chair

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

### Secretary

Paul Drover, Col. (retired), RCAF\*

Kyle Morrow, Associate, Fasken Martineau DuMoulin LLP

### Treasurer

Joe Brown, Consultant, J. Brown Consulting

David Loye, Consultant, DM Loye Consulting\*

### Directors

Mario D'Angelo, Professor, Public Safety Program, Algonquin College\*

Colleen Kelley, President, Management Consulting, Stratford Group

Daniel Livermore, Honorary Senior Fellow, Graduate School of Public and International Affairs, University of Ottawa

Lorraine Mastersmith, Firm Managing Partner, Gowling WLG; Owner, KIN Vineyards

Linda Nixon, Strategic HR Consultant, Linda Nixon Consulting

Heather Paszkowski, Corporate Secretary and Vice-President, Corporate Strategy and Government Affairs, Canadian Museum of History and Canadian War Museum

Tim Redpath, Executive Coach & Facilitator, Tim Redpath, Executive Leadership Development

Ron Roedig, President, Building INsites Consulting Inc.

William Jeff Siddall, Owner, Siddall Solutions\*

Sandra Waechter, Consultant (retired), Waechter Consulting Services

\*Departed position in 2023



“Best. Part. Of. Our. Trip. Hands down. We loved it — this was a really cool slice of history, REAL history, that you could walk around in and explore. Just walking down the Blast Tunnel and going through the big vault doors — that really set the tone for the rest of it.”  
Diefenbunker visitor, 2023



# »» OUR TEAM



“We took our two grandsons here on the Sunday of Family Day weekend. We were happy to introduce the grandkids to this slice of local Canadian history.”  
Diefenbunker visitor, 2023

## ● STAFF

### Executive Team

Christine McGuire, Executive Director

### Accounting and Finance

Lana Clouthier, Finance Manager

### Facilities

Tobie Champion-Demers, Facilities and Project Manager

### Marketing and Communications

Jordan Vetter, Marketing and Communications Manager

Emily Hobson, Digital Content Coordinator

### Curatorial

Sean Campbell, Curator

Kristina Butler, Collections Coordinator\*

Ryan Collins, Digitization Assistant\*

Stefan Hiratsuka, Collections Coordinator

Kyle Judd-Lunt, Digitization Assistant\*

### Operations

Martha Boyd, Operations Manager

Robyn Easton, Programs, Events, and Rentals Coordinator\*

Jessica Huang, Reservations and Administrative Coordinator

Hailey Judd-Lunt, Programs, Events, and Rentals Coordinator

Caleigh Cross, Team Supervisor – Museum Guide

Chris Friesen, Team Supervisor – Museum Guide

Samantha Jacques, Team Supervisor – Museum Guide\*

Keira Kelly, Team Supervisor – Museum Guide\*

Mary Summerby, Team Supervisor – Museum Guide

Owen Frank, Education and Programs Assistant (Seasonal)\*

Mai-Lyn McIntaggart, Education and Programs Assistant (Seasonal)\*

Juliette Riffault, Project Assistant\*

Jack Burns, Museum Guide

Arianna Conte, Museum Guide

Aidan Cunningham, Museum Guide

Sophie Dewar, Museum Guide\*

Alysia Emmanuel, Museum Guide

Eric Fitzgibbon, Museum Guide

Shannon Ford, Museum Guide\*

Hailey Hodge, Museum Guide

Sarah Ivison, Museum Guide\*

Hayden Lacasse, Museum Guide

Alex Lemaire, Museum Guide

Lindsay Patterson, Museum Guide

Brayden Pike, Museum Guide (Seasonal)

Bethany Robinson, Museum Guide

Mariam Shadad, Museum Guide

Aaron Smiley, Museum Guide

Emily Stewart, Museum Guide

Karine Viau, Museum Guide

Jayde Ward, Museum Guide

\*Departed position in 2023





# »» OUR TEAM

We deeply value the contributions of our dedicated volunteers, who give their time and expertise to engage with visitors and help maintain our unique facility.

## ● VOLUNTEERS

### Facilities

Gord Evans  
Dominique Giordana  
Adrian Grinberg-Chambers  
Gord Heath  
Chad Scarborough\*  
Mark Vernooy

### Guides

Lorne Beaton  
Gilles Courtemanche  
Brian Jeffrey  
James MacCuaig  
David Montgomery  
Graham Wheatley

### Radio Room

Chris Bisailion  
Eric Boucher  
Jim Bourgeois\*  
Robert Boyd  
Thane Brown  
Ralph Cameron  
Fred Crowe  
Frank Deluca  
Roger Egan\*  
Gord Evans  
Gord Heath  
Brian Jeffrey  
Erhan Kum  
John McGowan

Cal McLelland  
Taowa Muene-Tardif  
Chad Scarborough\*  
Norman Siemens  
Nick Shepherd  
Pat Stever  
Stefan Teodorescu  
Cristian Teodorescu

*\*Departed position in 2023*

“This was my third Diefenbunker visit and it gets more enjoyable each time. There’s always something new to learn, and each guide brings their own experience and style to making the history come alive and feel relevant to the present.”

Diefenbunker visitor, 2023





# »» OUR SUPPORTERS

We are extremely grateful for the essential support of our numerous donors, sponsors, partners, and funders throughout 2023.

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“12/10: would recommend. I coordinate program activities for folks accompanying conference attendees and this is high on my list.”  
 Diefenbunker visitor, 2023





● **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 one-time, monthly, or annual gift.

The Diefenbunker is a powerful reminder of our world on the edge of nuclear war. 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 history lessons for future generations.



● **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.







# **Diefenbunker: Canada's Cold War Museum**

[diefenbunker.ca](http://diefenbunker.ca)

[reservations@diefenbunker.ca](mailto:reservations@diefenbunker.ca)

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