



**DIEFENBUNKER: CANADA'S COLD WAR MUSEUM**

# **STRATEGIC PLAN**

**2022 – 2024**

# CHARTING OUR PATH

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The Diefenbunker’s 2022 – 2024 Strategic Plan is a declaration of our resilience and sustainability as a museum and as a cultural, heritage, and tourism attraction in rural Ottawa. It is also a call to action outlining how we aim to grow our organization.

Our last strategic plan focused on solidifying our foundation as an organization and facilitating an exceptional experience for our visitors. With this strategic plan, we focus on paving the way for growth. Together, the museum’s Board of Directors, staff, and volunteers have mapped out a plan that addresses our needs across governance, strategic, and operational levels.

In developing the strategic plan, we took a number of factors into account:

- **Our Roots.** The builders of the Diefenbunker facility recognized the serious risks facing Canada during the Cold War and took action — the museum, likewise, has proved itself fearlessly proactive from its beginnings.
- **Focused Goals.** The need for deliberate and strategic decision-making is key to success. With this in mind, the Board has identified four core goals that will drive the development and growth of the Diefenbunker. Each goal has several strategies that will be identified in a three-year operational work plan.
- **Our Dual Mandate.** We are deeply honoured to contribute to Canada’s heritage landscape as a national historic site and we are committed to preserving the heritage values that merit this status. Equally important, we embrace our role as Canada’s Cold War Museum, educating the public about the Cold War and its significance for future generations.

Our work and organization will continue to thrive through the goals and strategies outlined in the plan. We remain firmly focused on the road ahead.



**Christine McGuire**  
Executive Director



**Susan McLeod**  
President, Board of Directors

*“If you want to go fast, go alone. If you want to go far, go together.”*

# OUR BEGINNINGS AS A MUSEUM

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Canadian Forces Station Carp (CFS Carp) was designated a national historic site in 1994, in recognition of its significance as Canada’s most important Cold War artifact and its unique underground construction. Following the official end of the Cold War, the Department of National Defence decommissioned “the Diefenbunker,” stripped the building of its furnishings and machinery, and sold the property to the Township of West Carleton.

Fortunately, a group of volunteers (many of them former CFS Carp employees) stepped forward to preserve the building and open it as a museum. The Diefenbunker: Canada’s Cold War Museum was incorporated in 1997 and named a charitable organization in 1998. It is to this group of volunteers that we extend our sincere gratitude: without their vision, hard work, and tenacity, the Diefenbunker and its place in history would be long forgotten.





# WHO WE ARE

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The Diefenbunker: Canada's Cold War Museum, a once-top secret, four-storey underground bunker, is the only museum of its kind in Canada. Designed sixty years ago as the centre for Canada's defence against nuclear attack, the museum and its stories have a crucial role to play in learning about our past — and helping us to understand the present. 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.

The Diefenbunker museum is 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. Today, we are recognized as an important economic and tourism driver for rural West Ottawa, welcoming close to 70,000 visitors per year (pre-pandemic) to our museum.

## 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.



# OUR GOALS

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## GROWTH

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



## JOURNEY

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



## FINANCIAL CAPACITY

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



## PRESERVATION

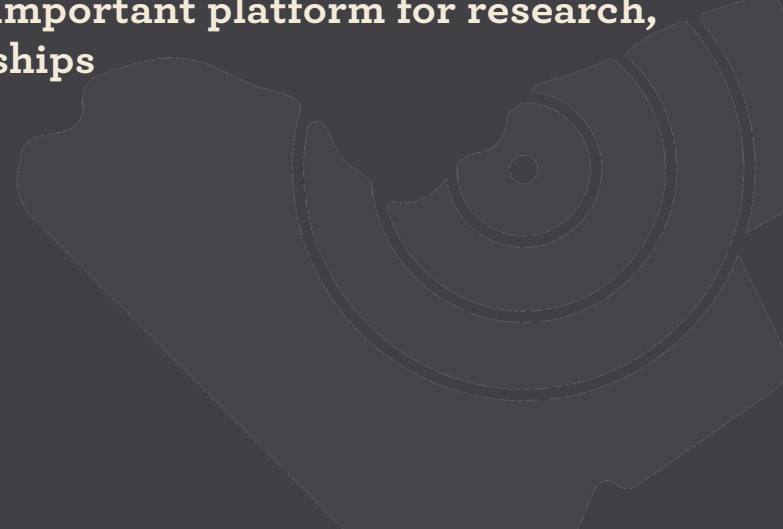
To solidify a long-term sustainability and preservation plan for the Diefenbunker



# GROWTH

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

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

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## 2.0 To lead visitors through a journey of Canada's Cold War story:

- 2.1 Develop a pre- and post-visit journey
  - 2.2 Invest in staff and volunteers
  - 2.3 Embrace a digital strategy
  - 2.4 Develop new, innovative exhibitions
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# FINANCIAL CAPACITY

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## **3.0 To improve our financial sustainability by diversifying our revenue sources and growing our fundraising capacity:**

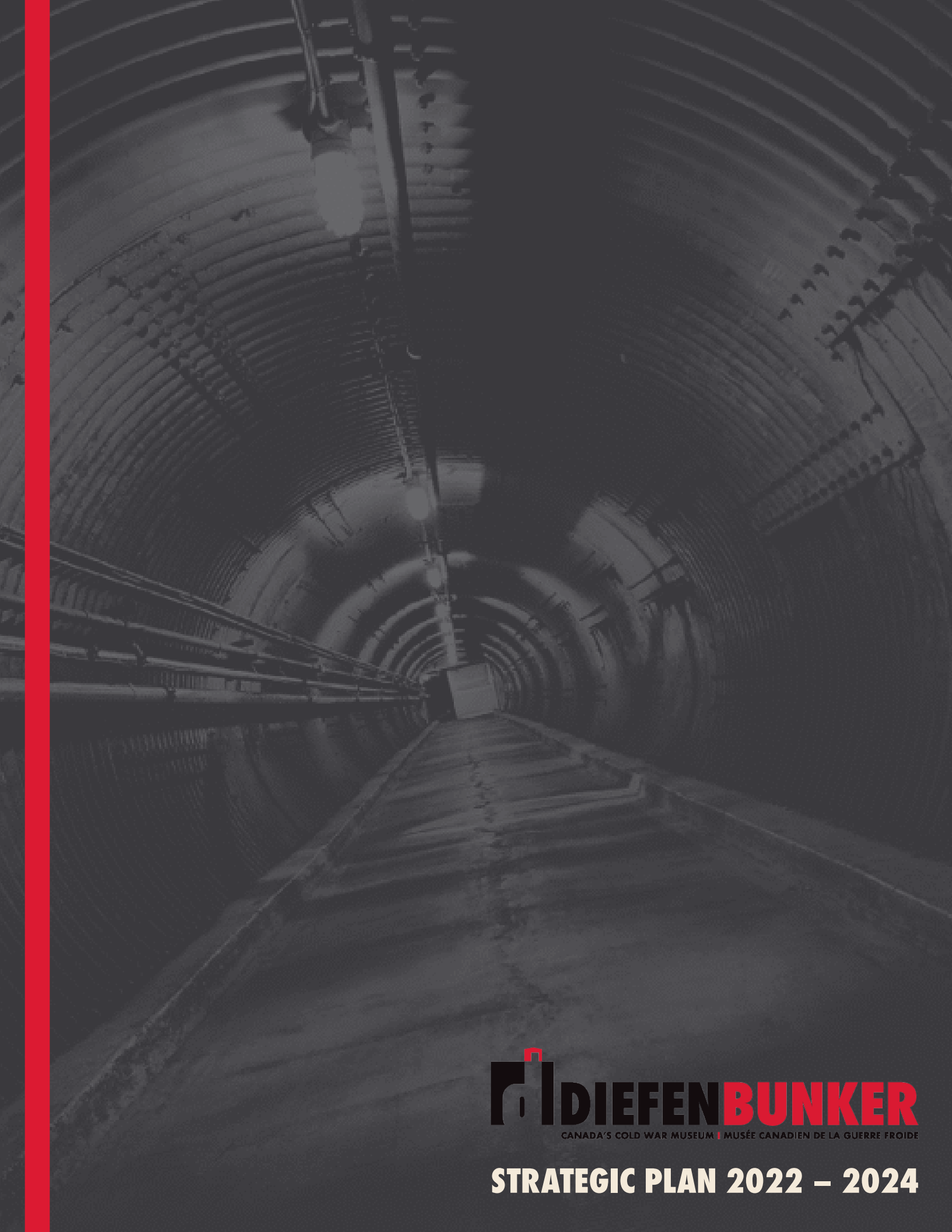
- 3.1** Led by the Board, develop a framework and action plan for growing the Board's fundraising and philanthropic capacity
- 3.2** Continue to focus heavily on grant development, to achieve a 75 per cent success rate
- 3.3** Hire a permanent business development officer

# PRESERVATION

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## **4.0 To solidify a long-term sustainability and preservation plan for the Diefenbunker:**

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



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CANADA'S COLD WAR MUSEUM | MUSÉE CANADIEN DE LA GUERRE FROIDE

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