



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

2025 ANNUAL REPORT

A YEAR IN REVIEW



TABLE OF CONTENTS

4	LEARNING FROM THE PAST, ACTING FOR THE FUTURE
6	WHO WE ARE
8	2025 AT A GLANCE
10	MAJOR MILESTONES
12	EXHIBITIONS
14	VISITOR EXPERIENCE
16	EVENTS
20	PROGRAMS
22	RESEARCH AND COLLECTIONS
24	AUDIENCE ENGAGEMENT
26	COMMUNITY CONNECTIONS
29	FACILITIES
30	OUR TEAM
35	GRANTS RECEIVED
36	OUR SUPPORTERS
38	GET INVOLVED

LEARNING FROM THE PAST, ACTING FOR THE FUTURE

A message from our Executive Director and our Board Chair

As the world witnesses rapidly evolving tensions in our global landscape, history continues to guide us. At the Diefenbunker, we remember, honour, and preserve the legacy of the Cold War — and we recognize the opportunities it affords us. We are uniquely positioned to bring renewed relevance and energy to the Cold War legacy, sparking curiosity, dialogue, and deeper understanding. By honouring and preserving this history, while embracing innovation and meaningful engagement, we are seizing this moment to expand our impact and inspire new generations.

This past year was one of bold achievements and new beginnings. The Diefenbunker welcomed more than 81,000 visitors, delivering on our commitment for continued growth. Recognition as a Top 10 Attraction in Canada, through Tripadvisor's 2025 Travelers' Choice Awards, reinforced our profile as a leading cultural destination. We unveiled a permanent land acknowledgement installation on the museum grounds as a commitment to reconciliation, and we hosted a forum for Cold War scholars and subject matter experts from across North America to discuss the future of history research and education.

The Diefenbunker continues to offer something for everyone. We brought back new iterations of popular programs, including themed Winterlude activities, a sold-out Doors Open event, our signature annual fundraiser with an espionage-themed twist, and new topics in our Cold War Speaker Series. For the 12th year of our Artist-in-Residence Program, artists Olivia Johnston and Neeko Paluzzi reflected on aspirations and realities of peace. Through several community events, partnerships, and special offerings, we broadened the museum's access to include new audiences.

Federal Economic Development Agency for Southern Ontario funding helped us to launch two permanent exhibitions that showcase the roles of communications technologies and propaganda during the Cold War, and to pilot a free summer shuttle service to improve access to the museum from downtown Ottawa. With funding from Housing, Infrastructure and Communities Canada, we have completed several facility enhancements, accessibility upgrades, and a major restoration around the historic Helipad.

Guided by our 2025–2027 Strategic Plan, we are seeking to grow our reach, our impact, and our support. This work is led by a renewed leadership team, with Monique Goffinet as Executive Director and Heather Paszkowski as Chair of the Board of Directors.

For the museum, this is a time of incredible momentum, reached only through the strength of our team, relationships, and collaborations. We extend our gratitude to our Board of Directors, staff, and volunteers for their drive and dedication. We thank our community partners, granting bodies, and donors for their unwavering support of our mission. And we are indebted to our visitors who continually seek out impactful experiences at our one-of-a-kind destination. Together, we are keeping Cold War stories alive for future generations.



Monique Goffinet
Executive Director



Heather Paszkowski
Chair, Board of Directors

WHO WE ARE

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 vital organization. We promote the importance of understanding our past, for present and future generations to strive to build a more peaceful future.

"My husband took me here when we were dating and I remembered loving it. We took our kids here for the first time and we all loved it. I think it's such a great museum and I always recommend it to people."
Diefenbunker visitor, 2025



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.



2025 AT A GLANCE

44,089	General Admission participants
17,679	Guided Tour participants
6,174	Special Event attendees
3,311	Educational Program participants
977	Bunker Birthday Party guests
216	Spy Camp participants
8,647	Escape the Diefenbunker participants

81,093
visitors through the
Blast Tunnel



\$1,058,046

in revenue made from
museum admissions and tours

\$568,828

received in operating
and employment grants

\$598,310

in revenue made from rentals,
fundraising, and other activities



4,420

volunteer hours given
by 41 volunteers



405

records updated in
our digital database



366

items accessioned
into our collections

Online audiences

f 8,244

@ 4,767

X 4,300

in 1,351

▶ 282

🎵 1,448

p 2,537

✉ 7,593



93%

of new Tripadvisor reviewers
awarded us 5 stars



815,658

pageviews on
our website

MAJOR MILESTONES

New leadership

In 2025, the Diefenbunker Board of Directors was tasked with recruiting a new leader to advance the museum's mission and impact. Monique Goffinet was appointed Executive Director in August.

Monique brings a wealth of leadership experience across public, non-profit, and heritage sectors, including most recently serving as CEO of Commissionaires South Saskatchewan and CEO of Saskatchewan's Provincial Capital Commission. She also held leadership roles at Saskatchewan's Government House and positions with the Office of the Lieutenant Governor of British Columbia and the Legislative Assembly of British Columbia.

Beyond her professional accomplishments, Monique is actively involved in community service, especially in support of veterans. She is a member of the Ottawa Veterans Task Force, a Governor with Commissionaires Ottawa, Honorary Lieutenant-Colonel of the Royal Regina Rifles, and a member of the Last Post Fund.

We are incredibly fortunate to have Monique join us, and we appreciate the experience, energy, and vision she brings to this role.

The team acknowledges the contributions of outgoing Executive Director Christine McGuire, who concluded seven years at the Diefenbunker helm in 2025. During her tenure, Christine's remarkable passion and vision brought significant growth and maturity across the organization. She steered the team through pandemic closures, significant capital upgrades to the building, and a full slate of exhibitions and visitor experience initiatives. Her commitment to preserving the Diefenbunker's Cold War legacy and building meaningful community connections has left a lasting impact.



Photos — Inset: New Executive Director Bottom (left to right): Executive Director speaking at the land acknowledgement unveiling and Whisky Tasting Fundraiser

Launch of new Strategic Plan

A new three-year Strategic Plan released in 2025 underscores our important dual mandate: to preserve the historical Diefenbunker site and to operate as a Cold War museum.

Serving as a roadmap for our growth, key goals for the 2025 to 2027 period focus on enhancing visibility, fostering enduring relationships, and strengthening financial resilience.

Land acknowledgement

On September 30, we unveiled and dedicated a permanent land acknowledgement installation on the museum grounds. Inscribed in English, French, and Anishinaabemowin, the stone acknowledges that the Diefenbunker was built on the unsundered and unceded traditional territory of the Anishinaabe Algonquin Nation and affirms the museum's commitment to truth, reconciliation, and respectful representation of Indigenous histories and perspectives.

Made possible by an investment from the Federal Economic Development Agency for Southern Ontario (FedDev Ontario) through its Tourism Growth Program, this important wayfinding and placemaking project was a collaboration with the Algonquins of Pikwakanagan First Nation, Anishinaabe Algonquin Nation, and local Indigenous consulting firm Makatew Workshops.

The dedication ceremony welcomed dignitaries and community leaders, including both Councillor Merv Sarazin, Acting-Chief of the Algonquins of Pikwakanagan, and Councillor Clarke Kelly of Ward 5 West Carleton-March, creating a powerful atmosphere of respect and reflection. More than a marker of history, this permanent land acknowledgement on the Diefenbunker grounds serves as a living commitment to reconciliation.



Photos — Inset: Land acknowledgement installation Bottom (left to right): Unveiling the land acknowledgement installation; guests at the unveiling ceremony

EXHIBITIONS

New permanent exhibitions

On June 27, the museum's 27th anniversary, we opened two new permanent exhibitions. Both shed light on the information campaigns and the technologies that advanced objectives and agendas during the Cold War. Showcasing captivating stories, immersive imagery, and hands-on interactives, the two exhibitions address themes of competing narratives and technological change that resonate deeply in today's global climate.

We were pleased to welcome Mayor Mark Sutcliffe to the opening event, along with Ward 5 Councillor Clarke Kelly, and to have MP Jenna Suds share remarks on video. The exhibitions were made possible thanks to an investment from FedDev Ontario's Tourism Growth Program.

Whose Side? Propaganda and the Cold War

This exhibition delves into the powerful influence of state-sponsored messaging and grassroots information campaigns during one of the most ideologically polarized eras in modern history. It reveals how propaganda campaigns shaped policy and public opinion, and offers timely insights into the historical roots of misinformation and disinformation.

Between the Lines: Cold War Communications in Canada

This exhibition highlights Canada's pivotal role in advancing military and commercial communications during the Cold War. It showcases technological innovations that shaped Cold War strategies and laid the foundation for today's global connectivity, underscoring the enduring importance of fast, accurate, and secure communication — in times of conflict *and* cooperation.

"We were quite amazed that this facility existed. The exhibition portion was particularly informative and revealed a lot of facts that we did not know. Worth every penny!"

Diefenbunker visitor, 2025

Artist-in-Residence exhibition

Flower Power

November 7, 2025, to February 1, 2026

Olivia Johnston and Neeko Paluzzi,
2025 Artists-in-Residence

In November, we opened our 12th Artist-in-Residence exhibition. Ottawa-Gatineau artists Olivia Johnston and Neeko Paluzzi explored aspirations and realities of peace, using the familiar motif of the flower — a powerful Cold War symbol for peace. In the Allard Gallery, Cold War texts and illuminated 3-D flowers were symbolically sheltered in an immersive cardboard box structure. In the Bank of Canada Vault, flower imagery and twentieth-century peace protest slogans were collaged on a structure recalling a section of the Berlin Wall.

Special temporary exhibit

Refuge of Meaning

June 12 to September 26, 2025

Elizabeth Emond-Stevenson and Kathryn Patricia Cobbler,
Re:Imagine Collective

On June 12, a performance in the Bank of Canada Vault by dancer Elizabeth Emond-Stevenson and violist Kathryn Patricia Cobbler explored the Diefenbunker's history through expressive melodies and powerful movements. A recording of the performance was projected in a subsequent temporary exhibit that invited audiences to contemplate their own definitions of security and belonging.

VISITOR EXPERIENCE

In-person experiences

There is something for everyone to enjoy on a visit to the Diefenbunker. Whether joining a guided tour, taking advantage of our free 10-language Audio Guide, hearing an explanation of how historic and modern radio communication technology works, or investigating Cold War artifacts on a scavenger hunt or at a hands-on artifact table, there are numerous opportunities for visitors to immerse themselves in history.

In 2025, more than 500 visitors responded to our poll asking them to name one non-essential item they would bring with them if they were a bunker employee under 30-day lockdown because of a nuclear threat. We also offered additional programming that included themed crafts and code-breaking challenges during March Break and holidays, and we launched an interactive teletype demonstration that prints out an encoded ticker tape as a keepsake.

Welcome wall

New digital signage inside the museum entrance now greets visitors and assists with navigation and accessibility. Beside our Welcome Desk is a digital museum map, a screen giving visitor information and listing upcoming museum activities, and an interactive donation box. Our museum map has also been updated to address navigation challenges and changes to interpreted spaces and to support a more seamless visitor experience. These initiatives were made possible thanks to an investment from FedDev Ontario's Tourism Growth Program.

"Outstanding: the tour is a must. Our guide was informative, knowledgeable, and very personable; it was amazing that he was stationed at the facility when it was an active site, which brought so much more to the tour."

Diefenbunker visitor, 2025

History to take home

Our Gift Shop offers visitors unique themed merchandise to serve as a memento of their visit. While honouring our commitment to working with local and Canadian suppliers, in 2025 we introduced several new products. These include vintage-style stickers, spy-themed items such as disappearing ink, and new retro candy. The most popular items were retro magnets, Diefenbunker challenge coins, the book *Adventures from the Coldest Part of the Cold War* by Diefenbunker volunteer Brian Jeffrey, and Diefenbunker postcards.

Accessibility, diversity, and inclusion

The museum remains committed to creating a safe and welcoming space for all. Our free sensory bags offer visitors tools and activities to help manage external stimuli while exploring the museum. We offer free general admission for Indigenous visitors, and we participate in partner programs to provide discounted admission for newcomers to Canada, veterans and military, health care workers, and other underserved groups. In 2025, we reintroduced the role of floor warden, a volunteer position dedicated to supporting accessibility and ensuring the best possible experience for all visitors.





EVENTS

Winterlude

Over three weekends in February, we partnered with Ottawa's annual Winterlude festival to welcome hundreds of visitors to the Diefenbunker for events centred on fun, creativity, and community spirit. The opportunity to craft a traditional medicine bag with Makatew Workshops while learning about Indigenous cultural heritage tied into Winterlude themes of Indigenous traditions, plus a talk on hidden heroes in Canada's history, given by our former Artist-in-Residence Don Kwan, connected our Cold War content to Canadian culture. We also offered a winter-themed, bunker-wide scavenger hunt to unscramble a secret message, and a temporary exhibit highlighting the annual Winter Carnival that was historically held at CFS Carp.



"'Informative,' says the 77-year-old grandfather. 'Cool!' says the 8-year-old grandson. 'Educational,' says the 70-year-old grandmother."

Diefenbunker visitor, 2025



Easter at the Bunker

On April 19, we welcomed more than 700 visitors to explore the bunker for signs of spring. Families enjoyed the crafts, a visual scavenger hunt, a themed photo booth, and treat bags. New this year, Pudge, our groundhog Bunker Buddy, brought a friend: appearances by the Easter Bunny added to the fun.

Heritage Day

On February 18, we gathered with other heritage organizations at City Hall to celebrate Ottawa's rich and diverse history. We were pleased to talk with community members about the work we are doing to preserve our site of local and global relevance, which aligns with the year's theme of Crafting a Legacy of Preservation and Innovation.

Doors Open Ottawa

We continued our participation in the city's annual celebration of Ottawa's culture, history, and architecture in 2025. On June 7, almost 1,000 guests visited the Diefenbunker to take part in free Highlights Tours, experiencing a unique piece of Ottawa's history.





Dief the Chief: October '62

With showtimes on select evenings in July, August, and September, close to 400 guests delighted in the gripping dramatic production of *Dief the Chief: October '62*, an immersive play written and performed by Ottawa's acclaimed Pierre Brault, with Peter Haworth as John Diefenbaker. From various rooms within the Diefenbunker, audiences saw the tense events of the Cuban Missile Crisis brought to life through the eyes of Prime Minister John Diefenbaker.

"Had seen the production *Dief the Chief* before and wanted to bring my Dad to see it and to visit the Diefenbunker for the first time. He is 90 and so much of this resonates with him historically."

Dief the Chief: October '62 attendee, 2025

Canada Day

Almost 800 visitors were given a window into Canada's past as they explored the Diefenbunker on July 1. We offered discounted admission in celebrating the Diefenbunker and the key part it played in Canada's Cold War history. The day included lawn games and other family-friendly activities, indoors and outdoors, for an unforgettable day of discovery.



Whisky Tasting Fundraiser

On November 22, guests came dressed in their finest secret agent attire, ready to take on a code-breaking mission to unlock an evening of creative whisky selections and paired dishes, plus themed cocktails, a photo booth, and a silent auction offering a record number of unique items. We welcomed SFR Distillery to direct the sommelier-led tasting experience, while The Swan at Carp supplied the main courses and Stella Luna Gelato provided a custom gelato flavour for dessert.

Proceeds from this annual event — the museum's signature fundraiser — ensure the lasting legacy of Canada's Cold War story. This year, with guest and sponsor support, the event raised close to \$20,000: a major contribution to the museum's continued preservation and education efforts.

"[We liked the] atmosphere and the history; opportunity to learn about local businesses; getting to know new people. Gelato was great. A shout-out to the employees, too! Our waiter was fabulous."

Whisky Tasting Fundraiser attendee, 2025

Toddlers' Halloween Hunt

On October 30 and 31, close to 350 costumed visitors participated in Halloween fun underground, trick-or-treating throughout the bunker in search of spooky crafts, friendly ghosts and jack-o'-lanterns, photo opportunities, treats, and other surprises.



PROGRAMS

Educational Programs

The Diefenbunker's immersive experience is an unparalleled opportunity to learn about Canada's Cold War history. Through our five Educational Programs, which are available on site or virtually, students across the country are engaging in lessons from the Cold War. In 2025, we expanded our educator resources, offering free posters and lesson plans on Cold War topics and sharing museum program updates in a dedicated newsletter for educators.

Spy Camp

We offered a total of 10 weeks of day camps during March Break and in the summer. Campers immersed themselves in the world of espionage, taking on their own secret agent identities and training in investigation, code breaking, and the art of disguise — all to prepare them for the ultimate challenge of identifying and capturing the elusive Agent X. Each week, with the assistance of capable Counsellors-in-Training and careful planning from our staff, we offered a different themed adventure, creative games and crafts, and a new challenge for the young agents-in-training.

"The guides were able to really engage the students with the material."

Educational Program participant, 2025

"Our older son recently had his 11th birthday party with his friends at the Diefenbunker. The kids got the chance to run around the entire museum looking for clues and catching a spy. This is one of the most interactive and engaging experiences we have had for a birthday party. The hosts are amazing. The location is unique. Even the parents had a lot of fun!"

Parent of Bunker Birthday Party participant, 2025

Photos — Top to bottom: Children decoding secret messages at Spy Camp; Agent X on trial at Spy Camp; children solving clues at a Bunker Birthday Party

Escape the Diefenbunker

In partnership with Escape Manor, we continue to offer two award-winning escape room experiences deep underground. Participants use their wits, teamwork, and a little nerve to find clues, solve puzzles, and beat the clock. In 2025, as well as offering both daytime and evening availability, we opened an additional evening each week throughout July and August, which allowed us to accommodate more families, groups of friends, and colleagues.

Bunker Birthday Parties

Our birthday party packages are a unique way to celebrate a child's big day. On weekends throughout the year, we welcomed groups on a spy-themed adventure facilitated by our team, complete with a secret mission, code breaking, gadget-making, and a dedicated party room.

A one-of-a-kind rental venue

Our site offers a distinct historic backdrop, which, combined with our full-service event spaces, makes the museum a sought-after location for private functions and media productions. In 2025, we were pleased to host CBC's *The Debaters*, the *Improtéine* comedy group's TV special, a local band's live album recording, Nokia's production of an advertising video, and a local company's 25th anniversary celebration, as well as a three-day conference, a fantasy sports draft, and a wedding.

We also received special visits from Ottawa Mayor Mark Sutcliffe, Ambassador of France to Canada His Excellency Michel Miraillet, a group from Public Safety Canada, and a representative from the Ottawa Veterans Task Force.

Photos — Top to bottom: Educational Program; children in costume at a Bunker Birthday Party; film production in the Blast Tunnel Inset: Wedding photo in the Bank of Canada Vault

RESEARCH AND COLLECTIONS

Cold War Symposium

On May 22 and 23, “Revisiting Canada’s Cold War” brought together 14 scholars, public historians, and government researchers from across Canada and the United States for a two-day symposium, held at the Diefenbunker and the Canadian War Museum.

Organized by our Curator Sean Campbell, Dr. Timothy Sayle of the University of Toronto, and Dr. Asa McKercher of St. Francis Xavier University, the symposium served to showcase new research exploring Canada’s role in the Cold War — from domestic activism to global diplomacy — and to examine the current state of such research and the future of Cold War studies. The discussions are being synthesized into a publication, which will serve as an introduction to Canada’s Cold War history for scholars, students, and the public.

Artifacts and preservation

Maintaining the Diefenbunker facility — our largest artifact — and its contents is essential to preserving a historical record of the Cold War. We are constantly engaged in remediation activities and in making conservation-based improvements to our collections storage areas and high-traffic spaces in the museum to ensure long-term sustainability.

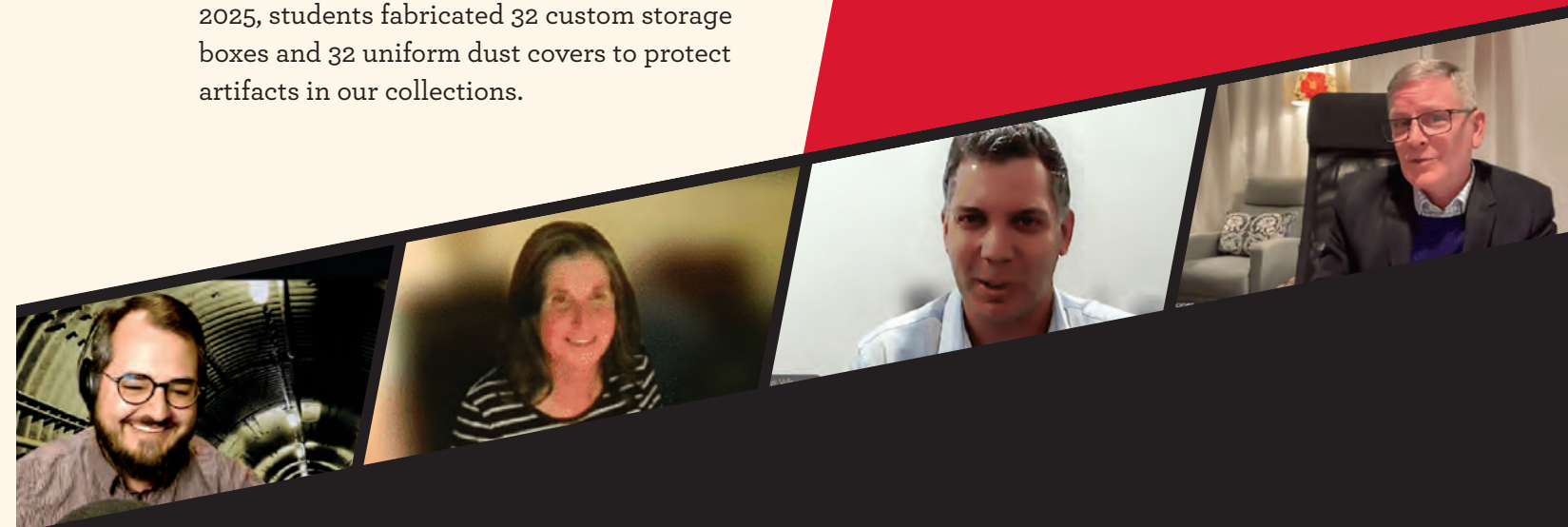
In 2025, we captured three new oral histories from former CFS Carp personnel and others with a connection to the site or to Canada’s Cold War history. We added notable artifacts to our collections, including multiple items from the home office of former Director General of the Canadian Emergency Measures Organization Stuart Nesbitt White, and we digitized 147 historic photographs documenting CFS Carp Winter Carnivals.

Academic collaborations

As part of the Diefenbunker’s partnership with the Applied Museum Studies program at Algonquin College, we work with students looking to gain hands-on experience in preservation and artifact storage: this fosters skill development while supporting our preservation and stewardship goals. In 2025, students fabricated 32 custom storage boxes and 32 uniform dust covers to protect artifacts in our collections.

“An excellent moderator and an excellent speaker. Loved the topic and the multiple avenues for future research that they provided.”

Cold War Speaker Series participant, 2025



Cold War Speaker Series

Our Cold War Speaker Series returned in 2025 with three events in the fall. Through free virtual lectures, given by knowledgeable experts, more than 200 members of the public gained insights into Cold War history. The lectures are also available for viewing on our YouTube channel.

Dr. Isabel Campbell, senior historian at the Department of National Defence and an adjunct research professor at Carleton University’s Department of History, provided an introduction to her book *Cold War Workers: Labour, Family, and Community in a Nuclear State*, which discusses how race, gender, family, and community shaped the experiences of those people involved in Cold War labour.

Dr. Matthew Wiseman, an assistant professor in the Department of History at the University of Waterloo, shared a glimpse into the history and contributions of scientific research carried out during the Cold War to protect and prepare the military, with a focus on adapting to the Canadian Arctic environment.

Dr. Kevin Spooner, Director of the Laurier Centre for the Study of Canada, contributed his expertise in a talk on how colonialism and North-South divides shaped Canada’s role in peacekeeping, particularly in Africa, during the Cold War.



AUDIENCE ENGAGEMENT

Marketing and communications

Our audiences are active across our social media channels and engage with our blog and newsletter content to stay updated on museum activities and Cold War history highlights. Throughout 2025, we put significant effort into analyzing data to better understand our audiences and to develop our marketing and offerings.

Over the summer, we ran a digital marketing campaign to promote the museum as “open for discovery” to visitors looking for a unique day trip — and a journey back in time. With additional influencer collaborations, museum blog posts, and promotional content in the *Ottawa Citizen* and through Ottawa Tourism, the campaign enhanced awareness and brought thousands of new visitors to the museum.

The Diefenbunker remains an active member of regional, provincial, and national museum, heritage, and tourism organizations, and throughout the year takes part in recognized events such as International Museum Day and National Volunteer Week. In 2025, we also shared special blog and social media content to commemorate important occasions, notably the 80th anniversary of the bombings of Hiroshima and Nagasaki.



Fundraising

After a successful Whisky Tasting Fundraiser in November, we kicked off our holiday fundraising campaign with #GivingTuesday on December 2. The more than \$4,000 contributed by our generous donors over the holiday season will allow us to reach more Canadians with lessons from the Cold War.

The Diefenbunker welcomes donations throughout the year, and we value the support of our donors, sponsors, and CFS Carp alumni. As we are a charitable organization, every dollar we receive supports our efforts to create impactful educational experiences and to keep Cold War stories alive.

Awards

We were honoured to be recognized with several awards in 2025.

- **Tripadvisor 2025 Travelers' Choice Award:** Best of the Best Things to Do – Top 10 Attractions in Canada
- **Canadian Business Award:** Best 20th Century History Attraction
- **North America Business Award:** Excellence Award for Educational Programs – Eastern Canada
- **North America Business Award:** Best Heritage Visitor Attraction – Eastern Canada

Attractions Ontario also named us as a finalist in the Top Museum/Art Gallery/Historic Site category in the **2025 Ontario's Choice Awards**, and we were a *FACES Magazine* finalist for Best Museum in the **2025 Ottawa Awards**.



In the news: shared initiatives and recognition

- Collaborated with the *Ottawa Citizen* on a feature article on the Diefenbunker
- Contributed to the Canada and the Cold War issue of *Kayak: Canada's History Magazine for Kids*
- Shared reflections on the legacies of Hiroshima in an article for the quarterly Bulletin published by the **Organization of Military Museums of Canada**
- Discussed the past, present, and future of the Diefenbunker in a conversation between our Marketing and Communications Manager, our new Executive Director, and the host of the **Moneris Yes, We Are Open** podcast
- Other media outlets or organizations featuring the Diefenbunker and our events included *Apt613*, *Design Boom*, *Ontario Professional Engineers Foundation for Education*, *Ottawa Tourism*, *CTV News Ottawa*, *CBC Radio Ottawa Morning*, *The Hill Times*, *Historical Society of Ottawa*, *Kitchissippi Times*, *West Carleton Online*, *Ottawa Road Trips*, *iHeartRadio Weekenders*, *News Ukraine*, *National Trust for Canada*, and *Ottawa Life Magazine*

COMMUNITY CONNECTIONS

Shuttle bus initiative

In partnership with the Canadian War Museum, the Diefenbunker launched a summer shuttle service allowing visitors to access two of Ottawa's unique history destinations in one day. This free, round-trip transportation between our two museums invited visitors to explore everything from bunkers to battlefields.

Made possible by an investment from FedDev Ontario's Tourism Growth Program, this initiative supported tourism and cultural connections and broadened access to the Diefenbunker from downtown. Operating between July and September, the bus shuttled a total of 1,500 people visiting Ottawa from 15 different countries.

"We took the shuttle from the War Museum and appreciated that option. We were on a guided tour and our guide was excellent."

Diefenbunker visitor, 2025



Ottawa Tourism

For the second year, we participated in the Ottawa Museums Pass initiative, offered by Ottawa Tourism. We are one of nine museums and galleries included in the pass, which allows visitors to explore multiple cultural sites at a discounted rate. We also added the Diefenbunker to the Visit Ottawa Pass in 2025, providing another way for visitors to experience our unique heritage site at a discounted price. We further partnered with Ottawa Tourism to feature our brochures in the new Ottawa Visitor Centre in the heart of downtown.

CF One

In 2025, we established a new partnership with the CF One Member Appreciation program, an initiative of the Canadian Forces Morale and Welfare Services that supports Canadian Armed Forces members, veterans, and their families. While CF One members are eligible for special offers from the Diefenbunker year-round, the museum is enhancing access to its offerings and reaching a relevant demographic to connect with the history of CFS Carp.

National Day for Truth and Reconciliation

On September 30, we were honoured to provide space on the museum grounds for more than 1,300 students and community members to gather for a ceremony acknowledging the National Day for Truth and Reconciliation. Hosted by Makatew Workshops, the ceremony included a sacred fire, song and dance, and the sharing of stories rooted in Indigenous knowledge and resilience. Special guests included Indigenous Knowledge Keepers, Residential School Survivors, and representatives from municipal, provincial, and federal government.

The event was a reminder that reconciliation is not symbolic but, rather, it requires ongoing effort, honesty, and action. The museum remains committed to educating our visitors about our past, including the legacy of the Cold War and its impacts on Indigenous peoples across Turtle Island, and to amplifying Indigenous voices and stories within our work.



Local events

The Diefenbunker is privileged to participate in multiple community events throughout the year. In 2025, we hosted a Business After 5 event with the Ottawa Board of Trade, laid a wreath on behalf of the museum at the National Remembrance Day Ceremony, and supported over eighty local fundraisers. In addition to sponsoring the Carp Fair, which we have done in the past, this year we had a designated Diefenbunker booth that allowed us to engage with attendees and offer special giveaways.

We also exhibited at the Ottawa Wedding Show for the first time, promoting our one-of-a-kind venue for weddings, receptions, and bachelor and bachelorette parties. During March Break, we collaborated with the Ottawa Public Library to deliver educational programming at two library branches, expanding the reach of our programs and making them accessible to a broader demographic.

“Spent 2.5 hours at the Diefenbunker during a quick trip to Ottawa for the Tulip Festival. Found the whole facility fascinating, and the stories shared by the guide were very entertaining and informative.”
Diefenbunker visitor, 2025



FACILITIES

Infrastructure enhancements

Investing in our facility is integral to the preservation and longevity of the national historic site. Several key infrastructure projects were completed in 2025, thanks to an investment from Housing, Infrastructure and Communities Canada through its Green and Inclusive Community Buildings (GICB) Program.

Projects included upgrading emergency lighting to reduce energy demand, decommissioning unnecessary plumbing fixtures to reduce water consumption, upgrading the fire panel and public address system to meet electrical needs, and initiating HVAC system improvements for energy efficiency. Additionally, supplementing work carried out in previous years, 95 per cent of the light fixtures in the facility have now been retrofitted or replaced with LEDs for more energy-efficient lighting.

Helipad area restoration

The area around our historic Helipad outside the Diefenbunker underwent major restoration in 2025. A large section was resurfaced to address subsurface issues and to relevel the ground, making the museum entrance more accessible. An additional section was extended to allow for more outdoor seating for visitors, and the parking spot lines and helipad symbol received a fresh coat of paint. This project was also made possible thanks to Housing, Infrastructure and Communities Canada’s GICB Program funding.

OUR TEAM

Staff

Executive Team

- **Monique Goffinet**, Executive Director
- **Christine McGuire**, Executive Director*
- **Jordan Vetter**, Acting Executive Director*
- **Carolyn Hunter**, Executive and Administrative Assistant

Accounting and Finance

- **Lana Clouthier**, Finance Manager

Facilities

- **Tobie Champion-Demers**, Facilities and Project Manager

Marketing and Communications

- **Jordan Vetter**, Marketing and Communications Manager
- **Bennett Malcolmson**, Marketing and Content Coordinator
- **Bola Adisa**, Marketing and Content Coordinator*

Curatorial

- **Sean Campbell**, Curator
- **Stefan Hiratsuka**, Collections Coordinator



Operations

- **Cat Langevin**, Operations Manager
- **Liisa St-Aubin**, Events and Rentals Coordinator
- **Caitlan Wilson**, Reservations and Financial Coordinator
- **Jessica Huang**, Reservations and Administrative Coordinator*
- **Ruth Bryce**, Education and Outreach Coordinator*
- **Charlie Iro-Young**, Education and Programs Coordinator*
- **Bethany Robinson**, Team Supervisor – Museum Guide; Logistics Coordinator
- **Chris Friesen**, Team Supervisor – Museum Guide
- **Caleigh Cross**, Team Supervisor – Museum Guide*

- **Ainsley Bell**, Museum Guide
- **Zachary Brulé**, Museum Guide
- **Jack Burns**, Museum Guide
- **Arianna Conte**, Museum Guide
- **Willow Côté**, Museum Guide
- **Alysia Emmanuel**, Museum Guide
- **Sila Eraslan**, Museum Guide
- **Eric Fitzgibbon**, Museum Guide*
- **Hailey Hodge**, Museum Guide
- **Hayden Lacasse**, Museum Guide*
- **Emma Le Madec**, Museum Guide*
- **Abigail McLean**, Museum Guide*
- **Lindsay Patterson**, Museum Guide
- **Brayden Pike**, Museum Guide
- **Mariam Shadad**, Museum Guide*
- **Devon Shock**, Museum Guide
- **Samuel Siddall**, Museum Guide
- **Aaron Smiley**, Museum Guide*
- **Emily Stewart**, Museum Guide
- **Larissa Tine**, Museum Guide
- **Jayde Ward**, Museum Guide

Intern

- **Brennan Pinkerton-Kock***

**Departed position in 2025*



OUR TEAM

Volunteers

Passionate volunteers support the museum's operations, contributing to site interpretation and bringing its history to life, and helping to maintain our unique facility. We are grateful for the continued dedication of our growing group of volunteers.

The role of floor warden was reintroduced in 2025. These volunteers support visitors with accessibility and orientation of the site and provide historical insight.



"Throughout my time volunteering at the Diefenbunker, I have enjoyed learning about our country's history and building life skills that will carry me into the future. I have also enjoyed the peace of mind that comes from knowing I am in a supportive environment that fosters teamwork and hard work, along with friendship and camaraderie. That's why every time I put on my volunteer badge, I know for a fact that I am volunteering in an empowering workplace where I can flourish."

Connor Brettschneider,
Diefenbunker volunteer, 2025



"I've been to the Diefenbunker several times over the past 10+ years, and I've enjoyed watching the museum change over time to provide an even better experience. The Diefenbunker's history is fascinating, and it's such a unique way to learn about history. The volunteers that contribute their time, knowledge, and experience make any trip to the Diefenbunker special."

Diefenbunker visitor, 2025



Facilities volunteers

- Dominique Giordano*
- Gord Heath
- Mark Vernooy

Floor wardens

- Connor Brettschneider
- David Frigault
- Monique Frigault
- Max Hao
- Irelyn Howarth
- Aadam Sherazi

Radio operators

- Chris Bisaillion
- Eric Boucher
- Robert Boyd
- Thane Brown
- Ralph Cameron
- Fred Crowe
- Frank Deluca
- David Frigault*
- Monique Frigault*
- Derek Gagnon
- Jeff Green
- Gord Heath
- Scott Hendry
- Brian Jeffrey
- Erhan Kum
- Joe Leppert
- John McGowan
- Cal McLelland
- Paul Mortfield
- Taowa Munene-Tardif
- Chuck O'Dale
- Chris Rollinson
- Nick Shepherd
- Norman Siemens
- Gopal Singh
- Josh Siu
- Graham Starkie
- Pat Stever
- Cristian Teodorescu
- Stefan Teodorescu

Tour guides

- Gilles Courtemanche
- Brian Jeffrey
- James MacCuaig
- David Montgomery
- Audrey Neal
- Graham Wheatley

*Departed position in 2025

OUR TEAM

Board of Directors

Chair

- **Heather Paszkowski**, Corporate Secretary and Chief Strategy Officer, and Vice-President, Reconciliation, Engagement and Government Affairs, Canadian Museum of History and Canadian War Museum

Vice-Chair

- **Tim Redpath**, Executive Coach, Facilitator, Tim Redpath Executive Leadership Development

Secretary

- **Kyle Morrow**, Associate, Fasken Martineau DuMoulin LLP*

Treasurer

- **Joe Brown**, Consultant, J. Brown Consulting

Directors

- **Sean Casey**, Partner, PAA Advisory
- **Joanne Charette**, Vice-President (retired), Corporate Strategy and Communications, IDRC*
- **Colleen Kelley**, President, Management Consulting, Stratford Group
- **Susan McLeod**, Consultant (retired), Susan McLeod Solutions
- **Kerry Mould**, Specialist, Digital Business Capability Project and Industrial Security
- **Linda Nixon**, Strategic HR Consultant, Linda Nixon Consulting
- **Ron Roedig**, President, Building INsites Consulting Inc.
- **Roy van den Berg**, Lieutenant-Colonel (Retired), Canadian Army
- **Sandra Waechter**, Consultant (retired), Waechter Consulting Services
- **Mark Watson**, Commodore (Retired), Royal Canadian Navy

**Departed position in 2025*

GRANTS RECEIVED

- **Canada Summer Jobs**, Employment and Social Development Canada, Government of Canada
- **Community Museum Operating Grant**, Ministry of Tourism, Culture and Sport, Government of Ontario
- **Digital Museums Canada**, Canadian Museum of History
- **Green and Inclusive Community Buildings Program**, Housing, Infrastructure and Communities Canada, Government of Canada
- **Museum Service Agreement**, Cultural Funding Support, City of Ottawa
- **Tourism Growth Program**, Federal Economic Development Agency for Southern Ontario (FedDev Ontario), Government of Canada
- **Translation and Innovation Grant**, Ottawa Museum Network
- **Young Canada Works**, Canadian Heritage, Government of Canada



34

Photo — Left to right: Board members at an annual meeting; Board Chair (left) and Executive Director (right) in conversation with the Mayor



Photos — Middle (left to right): Staff and the Mayor (right) launching new exhibitions; installing the land acknowledgement Bottom: Staff, Board members, and community partners at a funding announcement

35

OUR SUPPORTERS

We extend our sincere gratitude to our donors, sponsors, partners, and funders for the meaningful contributions they made to the museum throughout 2025.

Sponsors and community partners

- Algonquin College
- Association of Fundraising Professionals
- Attractions Ontario
- Canadian Museums Association
- Canadian War Museum
- Capital Heritage Connexion
- Carp BIA
- CF One
- CFS Carp Alumni
- City of Ottawa
- C&M Electric
- Diefenbunker Amateur Radio Club
- Easter Seals Canada
- Enchanted Booth
- Escape Manor
- Friends of the Carp River
- Huntley Community Association
- Institute for Canadian Citizenship
- Jiffy Photo and Print
- KIN Vineyards
- Laurier Centre for the Study of Canada
- Makatew Workshops
- Mastermind Event Rentals
- Modern Niagara
- National Trust for Canada
- Ontario Motor Coach Association
- Ontario Museum Association
- Organization of Military Museums of Canada
- Ottawa Board of Trade
- Ottawa Museum Network
- Ottawa Tourism
- Ridge Rock Brewing Company
- SFR Distillery
- Stella Luna Gelato
- The Swan at Carp
- Tourisme Outaouais
- Tourism Industry Association of Canada
- Tourism Industry Association of Ontario
- West Carleton Amateur Radio Club
- Zoom Photobooth

Donors

- Anonymous donors
- Ryan Androsoff
- Christopher Barker
- Tyler Barker
- Catherine Belanger
- Nicolas Bergeron
- Robert Bierman
- Gary Bornais
- Martha Boyd
- Robert W. Boyd
- Anthony Braganza
- Kathryn Brookfield
- Randy Brooks
- Joe Brown
- Anne Cameron
- Sean Casey
- Diane Cloutier
- John Cooper
- Pat Cusano
- Dan & Megan Davies-Ostrom
- Dunrobin Distilleries
- Farmgate Cider
- Sarah Foottit
- Elaine Friedrich
- Bruce Gill
- Monique Goffinet
- Don Guy
- Jessica Hale
- Joshua Hambrok
- Robin Harlick
- Connie Heard
- Ambrose Hearn
- Mark Held
- Jennifer Henderson
- Thomas Hewitt
- Gwendolyn A. Hughes
- Carolyn Hunter
- Laurie Ioannou
- Aysha Johnson
- Colleen Kelley
- Richard Kott
- Conrad Kupniewski
- Rob Lamarre
- Tamara Lamarre
- Lost Baggage Musical Theatre
- Jasmine Luke
- Monica Maika
- John Manson
- Marie-Hélène Marois
- Zoe Marsters
- Matthew Mazowita
- Christine McGuire
- Matt McLeod
- Susan McLeod
- Anne R. Musca
- Debbie Nicholls
- Stacy Nichols
- Ottawa Valley Grain Products
- Jim Over
- Heather Paszkowski
- Avery Patterson
- Robert Penney
- Anastasia Pivovarevich
- Susan Prior
- Bernard Proulx
- Prem Rawal
- Tim Redpath
- Donna Rivenna
- Ron Roedig
- Paul Roue
- Jonathan Showell
- Diane Smallman
- William Smallman
- Vela Tadic
- Richard Trevor Tait
- Barbara Taylor
- Nelson Thibault
- Roy Thomas
- Christine Timmermans
- Patrick Tremblay
- Steven Verhoef
- Jordan Vetter
- Jane Waechter
- Sandra Waechter
- Kirsty Walker
- Mike Wallis

GET INVOLVED



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 unlimited general admission and guided tours. Members can also receive discounts on Diefenbunker offerings, exclusive invitations, and more. Repeat history and contribute to our efforts to preserve Canada's most significant Cold War artifact.



Donate

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. Your contributions support our independent charitable organization as we share important lessons for future generations.



Volunteer

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

Volunteers play an essential role in enhancing the museum experience for visitors. We welcome volunteers to assist with guided tours, facility maintenance, accessibility and visitor services, our amateur radio station, and more. If you're interested in sharing your skills and experience to support our museum operations, while receiving fun perks, we would love to hear from you.





diefenbunker.ca



reservations@diefenbunker.ca • 613-839-0007
3929 Carp Road, Ottawa, Ontario