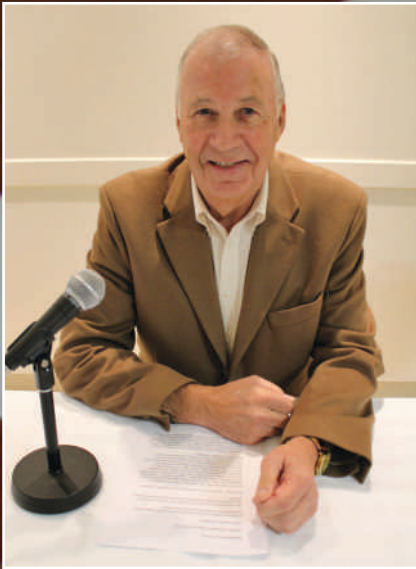




Annual Report 2015-2016



EXPORAIL
LE MUSÉE FERROVIAIRE CANADIEN
THE CANADIAN RAILWAY MUSEUM



CRHA President's Report 2015–2016

This year, I'd like to focus attention on the CRHA Archives.

2016 marks the 180th anniversary of the first railway in Canada, the 160th anniversary of the opening of the Grand Trunk Railway from Montreal to Toronto, the 84th anniversary of the founding of the CRHA, the 79th anniversary of the start of publication of the periodical known today as *Canadian Rail*, the 55th anniversary of the start of construction of Exporail, the Canadian Railway Museum and the 46th anniversary of the opening of our first permanent library and archives in Hays Station. What do these dates have in common? They are all as a result of people having an interest in Canada's railways.

The first members of our Association had already started collecting photos, books and other archival material about Canada's railways before 1932. By forming our Association, they saw an opportunity to put together a central library and archive, which would be permanent and could receive archival material from members who wished to dispose of their collections. In the late 1930s, Dr. R.V.V. Nicholls and others decided to locate these objects in the homes of a few of the members. This is how it stood, until the construction of Hays Station at Exporail in 1970, thanks to a major gift by the four daughters of the late Charles M Hays, a former President of the Grand Trunk Railway Company of Canada. The upper floor of Hays Station was designated as the space for the CRHA Library and Archives. It was not long, however before this space was completely filled, thanks to many donations of books, photos, plans and archival material, especially from the major railway equipment builders like Montreal Locomotive Works, Canadian Car and Foundry, and others.

When the Angus Pavilion was built in 2004, the CRHA Library and Archives moved to a much larger, climate controlled space, where they remain today and the archives room was named after the late Dr. Nicholls. Our library now has more than 7000 books on Canada's railways, the largest such collection in Canada.

I have given you this short history because last year was an exceptional year for the CRHA Archives. After 6 years of work with our friends at Canadian Pacific, we took the last delivery of the donation by Canadian Pacific of material from its archives at Windsor Station and what a donation it was. Here are some statistics: 1843 linear feet (1/3 of a mile) of textual documents, approximately 67,000 drawings and survey plans, approximately 625,000 photos and negatives, 800 publicity posters, public and employee timetables, accounting, locomotive and





equipment registers, Executive letter books, artifacts and works of art. The impact of this donation on our Archive collection was immediate, making it a leading Canadian railway archives. As an example, our collection of photos is now in excess of 1.1 million. We can all be very proud of the CRHA Library and Archives.

In addition, Canadian Pacific agreed to donate \$700,000 over 3 years to an endowment fund to be set up by the CRHA Foundation and called the N.R. Crump Endowment Fund, the proceeds of which, will be used to look after the CP Archives, as well as the CP historic rolling stock collection at Exporail. The CRHA Foundation received \$100,000 last year from CP to start the fund.

On behalf of the members of the CRHA, I would like to thank CP for this generous donation as well as Ron Ritchie, a well-known Canadian railway historian, for his important role over the last 6 years in making this donation happen.

Members and staff have carried out original research into the history of Canada's railways, which was published in *Canadian Rail* and the publications of the CRHA Divisions: *The Sandhouse*, *Kingston Rail*, *The Turnout*, *The Whistle Post*, *The Order Board* and *Bulletin Officiel*. The Niagara Division again produced an excellent calendar to fund their program to erect historical plaques regarding railways in the Niagara region.

Exporail Curator, Jean-Paul Viaud provided valuable research into dining cars for the exhibition, "Meals on Wheels", at Exporail. This exhibit will travel to the Moncton Museum in 2017. Another exhibit we developed, "Building the Road to Victory. Canadian Railway Troops, Forgotten heroes", was at the Western Development Museum following a successful run at the Revelstoke Railway Museum.

In terms of our general operations, membership in the Association increased last year, now representing every Province in Canada and the total circulation of our bilingual periodical,

Canadian Rail increased again. Over all financially, we ended our fiscal year with a small surplus before amortization and a small deficit after amortization.

Exporail, owned and operated by the Association, set a new attendance record last year, with a major increase in the number of visitors. The Executive-Director of the Association, Marie-Claude Reid, will report on activities of Exporail.

I am pleased and very proud that Exporail is rated on Tripadvisor as a 4.5 out of 5 attraction, as well as being the number 1 attraction on its list of "Things to do with young kids" in Montreal. Exporail also received Tripadvisor's Certificate of Excellence.

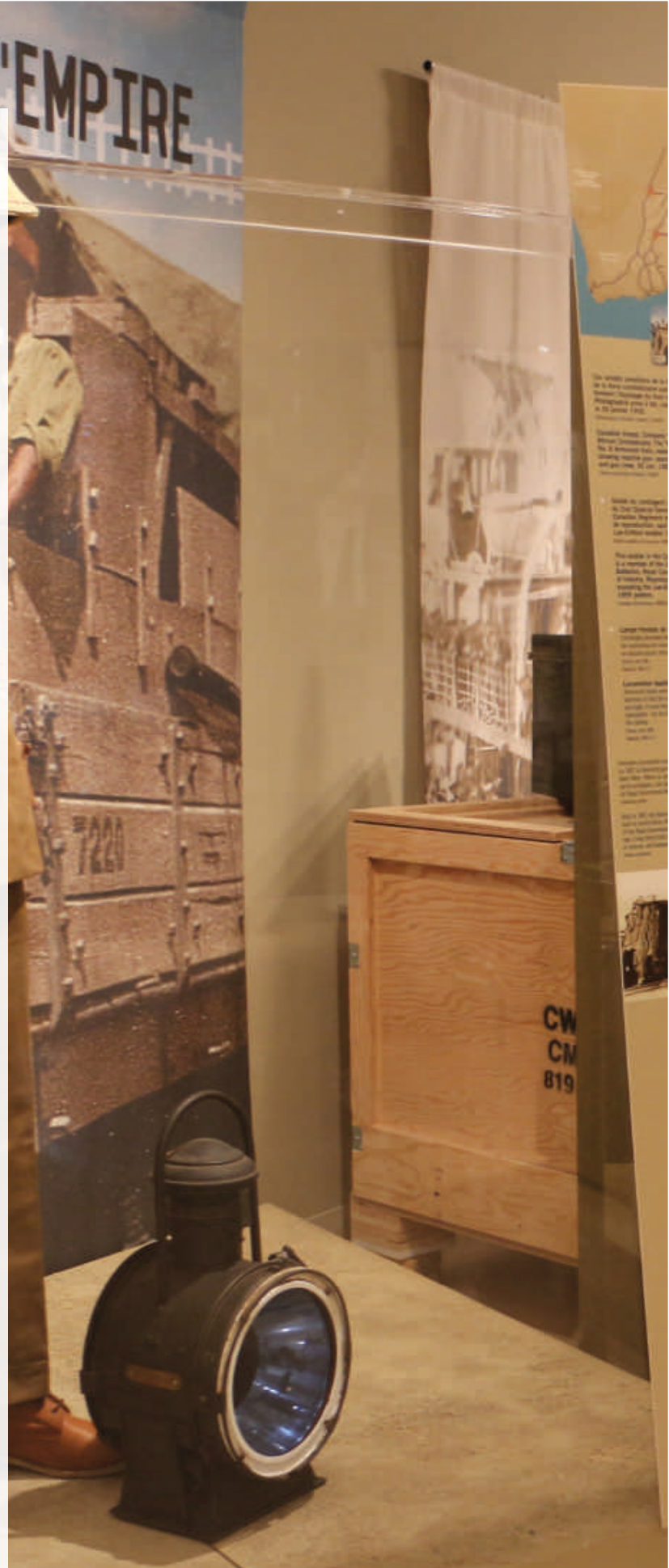
Following the Federal election last year, we increased our efforts to have the Government of Canada carry out the resolution of the House of Commons of February 27, 2007 to name Exporail as Canada's National Railway Museum.

We have had a number of meetings in Ottawa to discuss this issue and I remain optimistic that a satisfactory arrangement can be reached.

Each year our Association receives remarkable support from our members, staff and volunteers, as well as donations and assistance from companies, governments at all levels and the general public. Thank you all for your continuing help.

C. Stephen Cheasley,

President, Canadian Railroad Historical Association





Annual Report of the Executive Director for 2015–2016

Exporail set a record for annual attendance by welcoming 73,681 guests, including 60,793 visitors and 12,888 people using our rental spaces. This represents a 12% increase in traffic over last year.

We are also very proud of the public's positive response to our activities and services, as reflected by the comments we receive. An in-house survey conducted by a graduate student during the summer of 2015 revealed that 98% of the 668 visitors interviewed report being satisfied or very satisfied with their visit to the Angus Pavilion.

The dedication of all our employees and volunteers is bearing fruit, and these results point to a strong future.

A rewarding year for railway heritage

Most notable this year was Canadian Pacific's donation of a collection of photos and posters in a major acquisition by the Canadian Railroad Historical Association (CRHA), which meticulously preserves its archival fonds in order to safeguard our collective railway heritage memories.

In addition, many individuals again honoured the museum with a donation of their valuable objects. The CRHA acquired a number of items specifically for the exhibition on railway cuisine: a set of dishes and table linen from VIA Rail Canada, a dinner bell from Canadian Pacific and a rare and much-sought after infant's plate from Canadian National dating back to 1924. General donations included a Canadian General Service Medal presented to an office of the Grand Trunk Railway Company, six miniature railway station models, two HO models, a braille map of the Montréal

region, a manhole cover from the Montreal Tramways Company, as well as several historical documents about Montréal's tramways.

In the ongoing interest of making archival documents more available to the public, our certified private Archives Centre welcomed 15 researchers onsite, responded to 220 requests from researchers and posted 100 new archival images on our website. In addition, 10 new archival fonds were processed.

As for objects, we recorded about 700 artefacts in our database, which will soon include a multimedia module to enable the inclusion of audiovisual documents with artefact records. In this regard, our project to digitize 100 vehicles in the collection has been approved under the archival digitization plan of the Société des musées du Québec. This will enable us to post online archival documents, photographs and videos about our railway stock over the course of the year.

Finally, the members of the Collections Committee continue to evaluate the tramways collection. Their report should be ready by the next annual general meeting.

Activities here and elsewhere

"Building the Road to Victory. Canadian Railway Troops, Forgotten heroes", a travelling exhibition produced by the Exporail team, was on display at the museum until November 2015. It was then presented at the Revelstoke Railway Museum in British Columbia until the end of April 2016 before moving on to the Western Development Museum in Saskatchewan, where it was on view until the end of September 2016.

We also created a travelling exhibition on railway cuisine entitled "Meals on Wheels", which was launched in December 2015 and has been making the rounds of interested Canadian museums since November 2016. In April 2017, it





will go on display for visitors to the Moncton Museum in New Brunswick.

In collaboration with Operation Lifesaver, we have produced a new permanent exhibition on railway safety in Hays Station, an initiative supported by CN. Launched in April 2016, "Stop, Look, Listen: Incoming Train?" is geared to children aged three to seven and their parents. The goal is to encourage families to be careful around railway tracks and to teach young children how to stay safe when near railway facilities. The railway-themed interactive display helps youngsters understand and integrate messages about safety. The project was realized with the financial support of our backers: CN, Agence métropolitaine de transport, Cando Rail Services Ltd., the Montreal Port Authority, Sydney Coal Railway (Logistec Corporation), Ontario Southland Railway Inc., Tshiuetin Rail Transportation Inc. and The Canadian Heartland Training Railway Services Inc.

Our annual programming on a variety of themes aimed at a family audience comprised some ten events and cultural activities, including "Diesel-electric Locomotives Weekend", "The Canadian Railway Troops : Serving for Victory!", "Illuminated Trains, Railway Christmas and Serving on Trains." Some of these events, such as "Museums Day", "A Great Passion for Model Trains" and the much-anticipated "Diesel Weekend" attracted thousands of visitors. Anyone young at heart looking for an exciting getaway was able to get in touch with their inner child as they explored Canada's largest railway collection, where the focus is always on fun.

Hands-on railway activities (daily excursions on a streetcar or miniature train and Sunday passenger train rides) as well as demonstrations (John Molson steam locomotive, turntable and telegraphy) were held as scheduled except for a period of four days when passenger train rides were suspended to allow repairs to the tracks.

Once again this year, Exporail offered an impressive range of activities that included guided tours, presentations, films, testimonials, musical performances, craft workshops, tastings and more. Many of our regular visitors are effective ambassadors for Exporail, and we appreciate their efforts.

A growing reputation

Monthly press releases were issued over the course of the year, and media coverage was more extensive than in the preceding year, especially for Christmas activities.

A summer promotional campaign on the theme "Awaken Your Inner Child!" appeared in various media outlets:

A 15-second video spot broadcast on the TVA network was filmed with extras (mother and daughter) in the Grand Gallery of the Angus Pavilion and outdoors using drones. Longer 30-second web versions provided Exporail attractions visibility on social media;

A 15-second radio spot broadcast over two months on Boom FM, accompanied by targeted banner printing on Bell Media websites;

Special offers on the Shopico.ca et Quebecvacances.com websites;

Advertisements in Guide des vacances au Québec and Quebec Vacation Guide, with more than 1.5 million copies printed and distributed in Québec, Ontario and New England (United States);

40,000 flyers distributed at targeted sites: popular attractions, hotels, restaurants, campgrounds and grocery stores in the Montréal, Montérégie, Laval, Laurentian, Eastern Townships and Lanaudière regions.

Information about Exporail was provided to social networks by our main partners in the tourism, culture, railway and community sectors.





All of these tools served to strengthen the museum's reputation with the general public and build a large online audience. As a result, traffic to our website and social media pages increased: as of March 31, 2016, we had 125,672 visitors to exporail.org, 2,800 Facebook friends, 1,708 Twitter followers and another 388 on Instagram. Our presence on these platforms is indispensable for reaching young families.

The increase in attendance was also driven by blogs aimed at a family audience, such as Maman consomme, Maman pour la vie, Roasted, À la rescousse de maman, Maman naturelle and Zurbaines.

In addition, under an exclusive agreement with the Agence métropolitaine de transport (AMT) in effect since December 2015, visitors to Exporail can take the 4:24 p.m. train towards Candiac, where they can transfer and be in Montréal by 5:20 p.m. This type of partnership is a vital part of our museum's growing success.

An increase in the number of individual visitors offset a decline in group visits due to a teachers' boycott aimed at exerting pressure in the face of recent budget cuts by several organizations.

Members' satisfaction

Our 900 members and Friends of the Museum enjoy the quality of articles in Canadian Rail magazine. The magazine's editorial content, production and distributional organization represent an investment of more than 2,269 hours—all by volunteers. The content of articles about Canadian railway history in the six issues published annually (a total of 312 pages) is now almost completely bilingual. In addition to distribution to our 900 members, an average of 150 copies of each issue are purchased at various points of sale. For several years now, the CRHA has been receiving a grant in the amount of \$10,526 from the Canadian Periodical Fund.

Volunteers also prepared two electronic versions of the CRHA Communications newsletter as an informational tool. A smaller number of print-on-demand copies were also produced.

Three annual awards were bestowed for 2015. These awards are intended to recognize and honour individuals and organizations whose achievements have made a significant contribution to raising awareness about or preserving Canadian railway heritage.

A dedicated team: Employees and volunteers who care

This year's success is attributable in large part to the involvement of our employees and volunteers. Their collaboration and synergy ensure that our many projects progress steadily.

The facilitation teams regularly receive compliments on social media (TripAdvisor and Facebook) as well as in a binder available at the museum reception desk. This feedback contributes to the museum's reputation.

A record 20 new volunteers were recruited this year! The team now boasts 140 volunteers who dedicated 23,032 hours of their time to various areas of the museum's operations: administration, facilitation, railway operations, mechanical and track maintenance, publications, restoration, member services, support for the archives and exhibitions, and more.

Some of these volunteers were actively involved in restoring passenger car CN5064, now in use for Sunday train rides. A major cleanup of the site was also conducted to dispose of scrap metal and extra parts.





Diversified funding

Self-generated income of \$1,132,177 was comparable to the preceding year and represents 58% of the organization's revenues before depreciation from deferred contributions to capital assets.

The annual fundraising campaign among the membership, contributions to various projects and income from scrap metal brought in \$324,490.

In conjunction with the Railway Association of Canada and CN, we solicited the railway industry for donations and sponsorships to round out funding for Exporail's permanent exhibition on railway safety. The third part of this exhibition was launched on the ground floor of Hays Station.

A major donation from Canadian Pacific to the CRHA Foundation enabled the creation of an endowment fund to preserve and share our archives and Exporail's collection of Canadian Pacific artefacts.

We again received financial support from the cities of Saint-Constant and Delson. By providing free access to Exporail, these vital partnerships help us to fulfill our mission and encourage local residents to both participate in activities at the museum and share their experience.

Our main partner, the Québec Ministry of Culture and Communications, provided annual operating assistance, as well as additional funding, totalling \$477,400. We had been looking for recurrent funding and this came into effect in August 2016. Funding is now on a recurring three-year basis, but at a reduced level for the upcoming period.

Operational funding from Bibliothèque et Archives nationales du Québec has been maintained for the Archives Centre action plan.

We also took advantage of job creation programs in hiring students and part-time workers to serve the public. These programs include Subventions salariales, Canada Summer Jobs, Young Canada

Works, Desjardins Carrefour jeunesse-emploi and YMCA of Greater Toronto.

Finally, our application for a grant from the Canada 150 Fund to prepare a permanent commemorative exhibition in the Grand Gallery as part of celebrations marking Canada's 150th anniversary was, unfortunately, not approved.

Activities conducted over the course of the year contributed to the development of our collection, improving our cultural offering and fulfilling our mission. I wish to express my appreciation to all our partners, donors, members, directors, volunteers and employees, who contributed so much to the success of Exporail.

Exporail's regular activities are funded in part by the Québec Ministry of Culture and Communications and are supported by the cities of Saint-Constant and Delson. Exporail receives support from Canadian Heritage and Employment and Social Development Canada for special projects. Exporail also receives support from Bibliothèque et Archives nationales du Québec, Emploi-Québec Montérégie, the Municipalité régionale de comté (MRC) de Roussillon, CN, Canadian Pacific, VIA Rail Canada, the Canadian Railroad Historical Association (CRHA) Foundation, the Agence métropolitaine de transport (AMT), the Railway Association of Canada and the Société de transport de Montréal (STM).

***A SINCERE THANK YOU
TO EVERYONE!***

[The audited CRHA financial statements for 2015-16 are available on the Exporail web site.](#)

