



ANNUAL REPORT

2018 – 2020



EXPORAIL

LE MUSÉE FERROVIAIRE CANADIEN
THE CANADIAN RAILWAY MUSEUM



2850

17

144

144

CANADIAN PACIFIC

UN PAIS, UN TRAIN !
UNE CHEVRE, UN TRAIN

Informational panel with text and images.

Informational panel with text and images.

Small informational sign on the fence.

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Left to right: C. Stephen Cheasley, CRHA and Exporail President (2004-2018), Nadine Cloutier, CRHA and Exporail Executive Director, Robert Robinson, CRHA and Exporail President (since April 1, 2018).

MESSAGE FROM THE PRESIDENT

**OUR ACCOMPLISHMENTS:
THE POWER OF A VISION,
A TEAM AND ITS PARTNERS**

In reading this annual report you will either discover or be reminded of the accomplishments of your Association, and certainly there is much to be proud of and celebrate. But what strikes me most day after day is the extraordinary people—the dedicated staff, the enthusiastic part-timers, and the amazing volunteers—who are behind it all. I find it a constant pleasure to be with them, and I draw energy from their positive attitudes and willingness to communicate and share amongst each other and with a wider public. The CRHA may not be unique in this, but in a long career in business I have never experienced anything quite like it. And so my first comment on the year-in-review has to be a “thank you” to all who work to make this a great Association.

We also need to recognize that the work of all these wonderful people is facilitated by the Association’s financial supporters, without whom we would not be able to function. Our major financial contributor continues

**ADOPTION OF A NEW EXCITING
AND ACHIEVABLE THREE-YEAR
STRATEGIC PLAN**

CHANGE OF PRESIDENCY AND RECOGNITION FOR THE WORK ACCOMPLISHED BY STEPHEN CHEASLEY DURING HIS 65 YEARS WITH THE CRHA, PRESIDENT OF THE BOARD OF DIRECTORS (2004-2018)

VISIT BY THE HONOURABLE PABLO RODRIGUEZ, FEDERAL MINISTER OF HERITAGE IN JANUARY 2018

MARIE-CLAUDE REID, EXECUTIVE DIRECTOR (1992-2017), HONOURED BY THE CANADIAN MUSEUMS ASSOCIATION WITH THE AWARD OF DISTINGUISHED SERVICE

to be the Ministère de la Culture et des Communications of the Québec government, who has been an ally for more than forty years, and whose staff continuously encourage us in our efforts. Other grants from departments of the Canadian and Québec governments, and the cities of Saint-Constant and Delson, enable us to preserve and promote our museum. CN and CP back our cause with money, expertise and by donating artifacts for our collection. Many railway industry suppliers help us out with contributions in kind and sometimes with money. There are also hundreds of CRHA members who declare themselves Friends of the Museum and are generous in their donations to our annual campaigns to raise funds for operation and for specific projects. All of these supporters deserve our sincere gratitude for allowing us to spread the inspiring railway story.

Midway through the year covered by this report, Steve Cheasley passed the torch to me as he stepped back from his role as longest-serving CRHA President. Steve’s

passionate involvement with the CRHA extends over more than 65 years, and at a gathering in November we were able to celebrate his many accomplishments and thank him for this dedicated service. I am very grateful that he is continuing as a director so that we will benefit from his formidable knowledge and expertise, and also that he has once again taken the reins at our Foundation.

Also midway through this year, the CRHA adopted a new three-year strategic plan intended to guide us into the future. Successfully implementing the plan will build on our Association's considerable strengths: our unequalled collection of rolling stock, artifacts, documents, and images; our facilities, fine products, dynamic people and creative culture; to make us even more capable of achieving our vision—which is to be the pre-eminent source of knowledge and interpretation of Canadian railway history through the excellence of our research, conservation, museological, educational, archival and publication activities. The six Critical Success Factors in the plan—Collection, Development, Outreach, Revenue, Visitors and Volunteers—identify the areas where we are concentrating our efforts, and as you read through this report I invite you to connect these CSFs with the actions taken.

Executive Director Nadine Cloutier's report will highlight the accomplishments and activities at EXPORAIL, and Steve Cheasley will report on the increasingly significant work of the CRHA Foundation, so I will note a few other points.

Peter Murphy and Doug Smith continue their exemplary work as editors of *Canadian Rail*, the high-quality journal that documents our railway heritage. Six issues containing 326 colour pages were published this year—a tremendous achievement for an all-volunteer force of researchers, writers, photographers, and translators. Chapeau to all of you.

The CRHA's Board members not only meet to review and make policy, but they are volunteers in other ways as well. Importantly, they lead and participate in committees which deal with ongoing topics—collection, finances, awards, safety—and also ad hoc committees for special projects. The three regional directors keep us in touch with activities away from Montreal, and the city representatives serve as effective liaisons with our two host cities. I thank them all for their valued contributions.

The CRHA's divisions pursue local initiatives in railway heritage across the country, with many restoration projects, displays and commemorative plaques, museums and train rides, activities and publications. This rich nation-wide participation responds to the general public's continued fascination with railways and their contribution to our society and deserves commendation.

We continued to take steps to make our Association and museum known to a wider public. In our ongoing quest to gain formal recognition and operational support from the federal government, we enjoy the influence and assistance of MPs Francis Scarpaleggia and Jean-Claude Poissant, who arranged for federal Heritage Minister Pablo Rodriguez to visit in January. We hosted a day-long visit from key people at Ingenium, the national science and technology museum in Ottawa. Delegates to the International Association of Transport and Communications Museums conference in Ottawa came to EXPORAIL, where they toured the site and were introduced to Canadian railway history by our professional staff. Peter Murphy and I attended the Heritage Rail Alliance (the North American association of railway museums and tourist trains) annual convention where we accepted a preservation award for the acquisition of the Canadian Pacific Railway archives. Finally, retired CRHA Executive Director Marie-Claude Reid was honoured by the Canadian Museums Association with their well-deserved Award of Distinguished Service for her 25 years of creative effort turning an embryonic museum into a world-class institution.

During the year the staff carefully managed our expenditures to keep them in line with our revenues, so that we effectively balanced our books again, and the CRHA remains debt-free. Our audited financial statements for the year are publicly available and can be consulted on our website.

It has been a privilege for me to work with so many talented and motivated individuals in my new role, and I am very appreciative of the support and encouragement from all.

Robert Robinson

President of the Board of Directors,
Canadian Railroad Historical Association

Left to right: Jean-Claude Poissant, Member of Parliament for La Prairie (2015-2019), Robert Robinson, CRHA and Exporail President, the Honourable Pablo Rodriguez, Minister of Canadian Heritage, Nadine Cloutier, CRHA and Exporail Executive Director, and Mylène Bélanger, Exporail Archivist.



MESSAGE FROM THE EXECUTIVE DIRECTOR

TURNING DREAMS INTO REALITY

7% INCREASE IN OVERALL ATTENDANCE (2018-2019: 70,322 VISITORS TO EXPORAIL)

EXPORAIL, ACCREDITED MUSEUM

100th ANNIVERSARY OF CN: COLLABORATION FROM CRHA MEMBERS ON THE CN BOOK AND PROGRAMMING AT EXPORAIL

The 2018-2019 financial year was marked by the implementation of a new strategic plan that will pave the way for the next three years. This achievable, far-reaching plan covers the key components of our institution, including our collection, revenue, volunteers, visitors, outreach and development. Implemented over three years, the strategic plan will guide our actions.

We also applied for the first time to the Quebec museum accreditation program initiated by Quebec's Ministère de la Culture et des Communications (MCCQ). At the start of the following financial year we received confirmation that by meeting strict criteria regarding museological practices, planning, heritage protection and presentation, Exporail was now an accredited museum in Quebec. This seal of excellence is awarded on the basis of the institution's performance and guarantees the public access to a quality cultural institution.

The groundwork to carry out our mission is made possible thanks to the skills, professionalism, creativity, personal

investment and passion of the employees and volunteers who make up the Exporail team. At a time when resources are stretched to carry out the action plan, it is important to acknowledge the effort put in by all staff members.

We can also count on an in-house archival technician thanks to a subsidy program and a dynamic and friendly customer service team that is front and centre in providing a unique educational and fun-filled experience at Exporail.

Our large group of volunteers is an integral part of the team and consists of 133 passionate and generous individuals who freely give up their time to support the staff in executing our action plan in all spheres of museum life, particularly the railway operations. This last component sets Exporail apart from other institutions through the unique rail experience offered on its site.

In 2018-2019, we welcomed a total of 70,322 visitors, which again represents a 7% increase on the previous year. Add to that the 16,318 rental space users and participants in events held by organizations and partners at Exporail, we arrive at

a grand total of 86,640 people who visited the museum—an increase of approximately 6% on the previous year. For the 2018-2019 fiscal year, our revenues totalled \$2,316,911 before depreciation from deferred contributions to capital assets. Of this amount, 36% was from grants and 64% from self-generated revenues. Our operating grant from the MCCQ, which decreases over a three-year cycle, represented a decrease of \$29,000 in this, its third and final year.

One cycle ends and another begins

March 31, 2019, marks the end of the three-year cycle for the MCCQ. Last year, the Minister introduced a free Sundays initiative that drew more than 11,000 visitors to Exporail, making us one of the most popular museums in Quebec. This was a challenge that forced us to reinvent ourselves, and the team rose to the task with aplomb. We would like to thank the MCCQ for financially supporting the CRHA so that the public can enjoy the best possible experience.



2019-2020 SNAPSHOT

Beginning in 2019-2020, the MCCQ's operating grant will be \$527,838 per year for the next three fiscal years. This represents a 21% increase over the previous three years and will allow Exporail to allocate additional resources to fulfil its mission.

To mark the 100th anniversary of the founding of CN in 2019, Exporail hosted exhibits featuring CN's long history and staged special days at the museum with themed tours of CN vehicles: CN's Stars. The visits included learning more about the Canada Car, Rotary Snow Plow, Steam Locomotive 5702 and Locomotive 15824.

The renewal of the permanent exhibition is coming to an end. In 2019 and early 2020, as planned, the focus will be on installing spectacular lighting and the creation of an immersive space between the welcoming desk and the Museum's Grand Gallery to complete the project.



Exhibit presented by CN to mark its 100th anniversary in 2019

I would like to thank the entire Museum team, including the volunteers, the members of the CRHA and Board of Directors, and especially the members of the Executive Committee. They all put their hearts and souls into the museum. "Dedication" is a key word for all our staff, and this coupled with passion, serve as my greatest source of motivation in carrying out my mandate.

Nadine Cloutier
Executive Director

MONTREAL METRO'S INAUGURAL CAR COMES TO THE MUSEUM

On Friday, October 12, 2018, Philippe Schnobb, Chairman of the Board of Directors of the Société de transport de Montréal (STM), and Daniel Laurendeau, Vice-President of Exporail, the Canadian Railway Museum, unveiled the metro car 81-502 as a new addition Exporail's remarkable collection. It is called the inaugural car because it hosted dignitaries during the unveiling of the first MR-63 cars in August 1965. It was then integrated into the Montreal metro system, which opened to the public on October 14, 1966, and carried millions of people until its retirement 52 years and some 4 million kilometres later.

Left to right: Daniel Laurendeau, Exporail Vice-President, Marie-Claude Léonard, Métro Executive Director, Mario Arsenault, City of Saint-Constant councillor and member of the CRHA Board of Directors, Nadine Cloutier, Exporail Executive Director, and Philippe Schnobb, Chair of the STM Board of Directors.



OUR COLLECTION GETS A MAKEOVER!

28 DONATIONS INCLUDING
96 ITEMS

RELOCATION OF 45 VEHICLES
FOR THE RENEWAL OF THE
PERMANENT EXHIBITION WHILE
THE MUSEUM REMAINED OPEN
TO THE PUBLIC

AUDIT OF THE COLLECTION

During 2018–2019, our collection was enhanced by 28 donations, including 96 items. We partnered with the City of Delson for an exhibition held in their premises commemorating their 100th anniversary (loan of items and people).

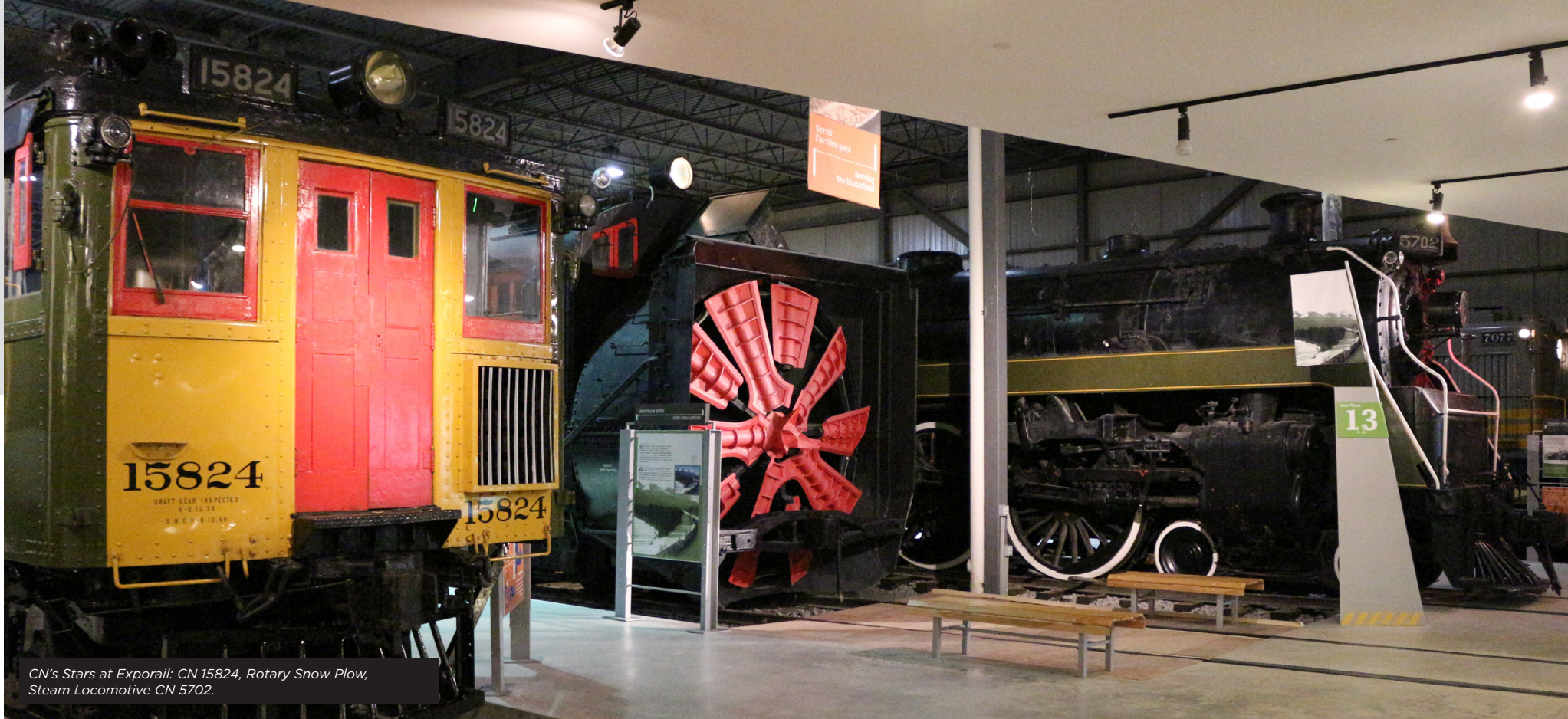
The renewal of the permanent exhibition took up most of the time devoted to the collection. More than 45 of the collection's vehicles were moved on 10 of the 12 tracks of the main pavilion. This was the largest operation of its kind since the Angus Pavilion opened in 2004. The relocations required a great deal of coordination and collaboration in their preparation, execution and also in the significant track work that was carried out.

A new main track connecting to the Angus Pavilion was built by our volunteers, and prior to each move, the tracks were repositioned to allow vehicles to enter the Angus Pavilion. We then worked on restoring and cleaning seven of the new vehicles, including the CP automobile box car (sporting the “Spans the World” logo), the VIA Sibley Park domed observation car, preparation of the cosmetic restoration of the VIA locomotive 6309 and new plates for the CN steam locomotive 5702. Note that with the acquisition of the STM's MR-63 Metro car, we benefited from a partnership with their team for the cosmetic restoration and preparation of the vehicle.

Another highlight in the renewal of the permanent exhibition was the installation of the theatrical lighting system in the Grand Gallery—a huge undertaking. In addition, the CRHA acquired a diesel electric locomotive from CP for the collection. In line with the strategic plan, an audit of the vehicle collection was carried out to determine its condition, make recommendations to the Board of Directors and assess future priorities and needs. A committee was formed for this purpose and work began in 2018–2019.



VIA Sibley Park domed observation car.



CN's Stars at Exporail: CN 15824, Rotary Snow Plow, Steam Locomotive CN 5702.



2019-2020 SNAPSHOT

Thanks to a highly successful online fund-raising campaign, a plan for the restoration of VIA locomotive 6309 was put together and the cosmetic restoration work was finalized during 2019 so the locomotive could be exhibited in the Angus Pavilion. We would like to thank our partner Rapido Trains Inc. for assistance with the fundraiser and the RB Railway Group for its collaboration in the cosmetic restoration of the locomotive.

The renewal of the permanent exhibition required a major reorganization of the reserve spaces, as a large number of artifacts were selected for inclusion in the exhibition. The museography will be implemented to complete the exhibition, which will open in the 2020-2021 season. There will be over 400 smaller railway artifacts for visitors to discover.

Installation of theatrical lighting, for which we received a \$210,000 grant from the Department of Canadian Heritage.

PRESERVING TO REACH FUTURE GENERATIONS



John F. Kennedy and his wife Jacqueline Bouvier at Windsor Station, Montreal, in December 1953.
Credit: Exporail, Canadian Pacific Railway Company Fonds (ID: P170-B.3339-2)

SUPPORT RENEWED WITH THE
BIBLIOTHÈQUE ET ARCHIVES NATIONALES
DU QUÉBEC (BANQ)

SUPPORT FROM THE CRHA FOUNDATION
VIA DONATIONS FROM CP TO THE CRUMP
ENDOWMENT FUND SET UP TO SUPPORT
THE ARCHIVES

2018 *SIGNIFICANT ACHIEVEMENT AWARD* -
ARCHIVES FROM THE HERITAGE RAIL
ALLIANCE FOR THE PRESERVATION
OF THE CANADIAN PACIFIC RAILWAY
ARCHIVES

9 VOLUNTEERS INVOLVED
AT THE ARCHIVES CENTRE

We continue to receive support from the Bibliothèque et Archives nationales du Québec (BANQ) for the operations of the CRHA's accredited private Archives Centre, which was granted \$28,709.87 for the 2018-2019 fiscal year. In addition, the Centre received a grant of \$5,000 under the Financial Assistance for Archival Processing program to ensure the processing of some of the documents relating to Quebec history down to the sub-sub-series of the Canadian Pacific Railway Company fonds in accordance with the Rules for Archival Description (RAD). In terms of conservation, an audiovisual storage area was set up. The Archives Centre also benefits from funding from the CRHA Foundation for its operations.

A sum was also provided at the end of the year for hiring a full-time technician for a few weeks. In all, nine volunteers, an archival technician, a permanent archivist and an interim archivist supported the Archives Centre.

The CRHA also received the 2018 *Significant Achievement Award - Archives* from the international Heritage Rail Alliance organization for the preservation of the Canadian Pacific Railway Company Archives (Canadian Pacific Railway Company fonds) at the Alliance's convention in Santa Fe, U.S.

In 2018–2019, the Archives Centre acquired:

- Text documents: 4,374 linear metres
- Iconographic documents: 16,688 items
- Maps and plans: 21 items
- Digital documents: 16 MB

All of which created or expanded 9 fonds and 4 collections in the CRHA archives.

In addition, the Archives Centre processed:

- Text documents: 45,815 linear metres
- Iconographic documents: 164,292 items
- Maps and plans: 2,194 items
- Sound recordings: 101 hours
- Moving images: 2,675 hours 29 minutes
- Digital images: 12,004

All of this material is from 39 fonds and 19 collections in the CRHA archives. Many volunteers spent significant time digitizing our various fonds and archives, which resulted in substantially more material being processed than in 2017–2018.

The Archives Centre also continued its strong focus on reaching a wide audience:

- 80 researchers welcomed on site
- 10 guided visits of the Centre with 25 participants in total
- 376 research requests submitted
- Lecture given to McGill University students on the Archives Centre and CRHA documentation
- 12 presentations in summer 2018 of *The Archives Voice: Tales of Roussillon*, an innovative storytelling activity that drew on archival material to showcase the history of the Roussillon RMC region
- 5 temporary exhibitions presented on the mezzanine in the main pavilion
- Participation in issues 586, 589 and 590 of *Canadian Rail* by supplying archive-sourced images
- 111 Facebook and Instagram posts
- Participation and contribution in 2 university lectures, 7 exhibitions and 13 publications of all types, the production of recognition awards and retirement gifts for 2 companies, as well as 5 audiovisual productions through issuing licences for rights of use of the CRHA archives.



**2019-2020
SNAPSHOT**

A \$30,986 grant from the BANQ for the 2019–2020 fiscal year

Renewal of accreditation of the Archives Centre for a period of two years

Digitization of photos and video footage from the CRHA archives for the renewal of the permanent exhibition

Mount Royal tunnel, Cathcart Street entrance in Montreal, Quebec, Canada. Exporail, Daniel Laurendeau Collection





"Steel Challenge" in partnership with the CN Police (September 23, 2018)

FREE SUNDAYS A SUCCESS

HUGE TURNOUT FOR
THE CHRISTMAS TRAIN

REACTION OF THE *TODDLERS' ZONE*
ACTIVITY SPACE

ATTRACTING NEW VISITORS IN AN IMMERSIVE RAILWAY ENVIRONMENT

As part of the renewal of the permanent exhibition, subsidized employment projects made it possible to develop a new program for family clientele with preschool children and to review elementary school programs' content to adapt them to the new exhibition. In addition, we have begun developing a program to increase Exporail's accessibility to a specialized clientele: people with autism spectrum disorders. This innovative program is intended for school-goers but is also suitable for adults. Another noteworthy initiative was the creation of a new activity space, the *Toddlers' Zone*, for families with children between 2 and 5 years old that focuses on reading and sensory activities as well as developing toddlers' motor skills.

In 2018–2019, the Museum welcomed 164 groups for a total of 7,349 visitors:

- 107 children's groups
- 5 teenager groups
- 52 adult groups

Once again, programming distinctively showcased the Museum's collection by providing public access to the CPR 1 and Saskatchewan business cars, CPR cars 1554 and *Neville*, the rotary snow plow and CPR locomotive 2850. Railway enthusiasts and families were again able to learn more about the world of railways and enjoy numerous activities, demonstrations, workshops and guided tours at events organized as part of a thematic program that is both informative and entertaining.

These events remain as popular as ever:

- *Return of the Railway Troops*: 851 visitors
- *A Great Passion for Model Trains*: 2,425 visitors
- *Railroad Day*, "Steel Challenge" in partnership with the CN Police: 900 visitors
- *Railway Ghosts*: 2,539 visitors
- *Railway Christmas*: 9,711 visitors

We also conducted a customer satisfaction and origin survey for which we received a 95% satisfaction rating.

In spite of the moves caused by the renewal of the permanent exhibition, the streetcar, miniature railway and passenger train rides went well, as did the turntable demonstrations, which were all successfully carried out. A \$90,000 donation from Molson-Coors during the winter of 2019 for the repair of the *John Molson* steam locomotive enabled it to be put back into service during the 2019–2020 season.



2019-2020 SNAPSHOT

Return of the John Molson steam locomotive and Steampunk theme during Railroad Day

CN 100th Anniversary activities

Revamp of school programs for the new permanent exhibition

Le premier dimanche de chaque mois,
je vais au musée!



Psssttt... c'est gratuit
dans les musées
participants!



#Dimancheaumusée #MuséesQc
www.mcc.gouv.qc.ca/dimancheaumusée

ENSEMBLE
on fait avancer le Québec

Québec

FREE ENTRY THANKS TO THE MCCQ

To promote the cultural richness of museum institutions, the action plan of the Cultural Policy of Quebec's Ministère de la Culture et des communications offers free admission on the first Sunday of each month in participating museums.

Available to Quebec residents, this measure is designed to promote access and contribution to culture as well as a wider participation. In 2018–2019, Exporail welcomed 11,000 visitors during these free Sundays, making us one of the most popular museums in Quebec. It was a challenge that also allowed us to reinvent ourselves.

ECHOES OF EXPORAIL

Exporail enjoyed excellent media exposure in 2018-19, especially with the arrival of the MR-63 car. The partnership and splendid coordination with the STM gave us widespread TV, radio, newspaper and online coverage.

Our communication plan again included a television campaign on a major French-language channel, a radio campaign, visibility on our partners' websites, especially the wide-reaching tourism associations, referencing on websites that target our main clientele—families, promotion among tour operators at tourism exchanges and fairs and the planned distribution and follow-up of 40,000 program brochures.

Highlight: our investment in promotion during the holiday season at the end of 2018 generated significant revenues and increased the number of sessions on our website by over 30%. In total, the number of visitors to our website increased by 8%. Finally, the new permanent exhibition is already allowing us to create a series of promotional video clips that will be grouped together in a large documentary.

KEY COMMUNICATION ACTIONS FOR 2018-2019:

TV:

Month-long advertising campaign in summer (July-August 2018) on TVA with a 15-second spot on *Salut Bonjour*.

RADIO :

Advertising campaign on Boom FM and Énergie FM, as well as spots (with our partner Tourisme Montérégie) on Rythme FM and 98.5 FM.

PRESS:

On June 16, 2018, Capitales Médias (*Le Soleil, le Droit, La Voix de l'Est, La Tribune, Le Nouvelliste, Le Quotidien*) published a supplement that was distributed in 165,000 copies entitled: «Les Musées du Québec.» Exporail bought space in it for visibility. This supplement had the advantage of being well-positioned in the major regions of Quebec thanks to the group's newspapers. *The Montreal Times, Montreal Gazette, The Montrealer* and *The Suburban newspapers* continued to provide extensive English coverage in Montreal and the West Island.

WEB:

- 10 press releases issued
- 4 newsletters issued (new presentation of the quarterly newsletter for general public and media)
- Visibility on our partners' websites and referencing and/or advertising in tourist publications: *Guide des vacances au Québec/Québec vacation guide* (Société des Attractions Touristiques du Québec), Tourisme Montréal, Tourisme Montérégie, CAA Québec

- Creation of new video clips (P3J) to present the Grand Gallery and the new exhibition: clip, *Railway Christmas*, interviews and more.
- Referencing on specialized family websites and organization of a contest draw for packages: *Maman pour la vie, Montreal Families, Montreal pour enfants*
- AdWords keyword campaign
- Landing pages on our website dedicated to events (*Ghost Trains, Railway Christmas*) continued to make our referencing campaigns more dynamic in the Google search engine
- Website traffic: 150,000 sessions (8% increase)

SOCIAL MEDIA

- 5,882 Facebook friends (30% increase)
- 1,208 Instagram followers (34% increase)
- 2,346 Twitter followers (2% increase)
- YouTube: 36,444 views of the promotional video *Awaken Your Inner Child* (45% increase)
- Emphasis was on posting videos and photos during the moving of vehicles for the new permanent exhibition, sponsored publications (advertising) on Facebook and an online fundraising campaign for the VIA locomotive 6309 (landing page and sponsored publications on Facebook)



2019-2020 SNAPSHOT

Production of a documentary on the preparation of the renewal of the permanent exhibition

Creation of a new visual identity and change of slogan

Change of TV channel for broadcasting a new promotional clip

PARTNERSHIP AND EXCELLENT VISIBILITY WITH THE STM FOR THE ARRIVAL OF THE MR-63

PRODUCTION OF NEW PROMOTIONAL VIDEO CLIPS ABOUT THE NEW EXHIBITION

INCREASED ONLINE PROMOTION AND SOCIAL MEDIA PRESENCE



PRINT MEDIA

- Distribution of de 40,000 brochures (SATQ networks and À l’Affiche: attractions in the Greater Montreal area, hotels, restaurants, cafés, grocery stores)
- Advertising purchases (new):
 - o *Vélo mag magazine*, to promote a museum located on a tourist cycling route
 - o *Carnet du policier*, 2018, to promote Exporail’s family activities
- Participation in the tourism exchange «Bienvenue Québec» in Rivière-du-Loup on October 22, 2018, (travel agents and event planners)

PARTNERSHIPS

- Draws during evening events of local and regional community organizations
- Lastly, Exporail is often represented at various model train exhibitions, regional events, transportation conferences, tourist exchanges and education fairs

PROMOTION AND EDUCATION

- Production and distribution of an advertisement to promote the visits offered by the Museum for schools in the territory of the Commission scolaire des Grandes Seigneuries
- Promotional campaign on social media, advertising poster and advertisement in the magazine *Les Explorateurs*

VOLUNTEERS INVOLVEMENT:

THE STRENGTH OF A PASSIONATE GROUP

Our large group of volunteers is an integral part of the team and consists of 133 passionate and generous individuals who freely give up their time to support the staff in executing our action plan in all spheres of museum life, particularly the railway operations. This last component sets Exporail apart from other institutions through the unique rail experience offered on its site

In 2018–2019, 133 volunteers contributed to Exporail's activities, including 10 new additions to the team. Volunteers perform a number of duties at Exporail ranging from interpretation to track maintenance, not to mention administrative support. Volunteers donated 22,508 hours of their time in 2018—the equivalent of 12 full-time positions!

Many activities at the Museum are made possible thanks to the vast expertise of our volunteers, including telegraphy demonstrations, maintaining the model train network and operating the passenger train and streetcar. Volunteers also lend their skills to various committees that support the management of the Museum and its operations.



133 VOLUNTEERS SUPPORTING
THE MUSEUM'S OPERATIONS AND
ADMINISTRATION

22,508 HOURS DONATED
BY VOLUNTEERS IN 2018!

50 VEHICLES MOVED BY OUR
VOLUNTEERS FOR THE RENEWAL
OF THE PERMANENT EXHIBITION



Volunteers working on a new access track to the Angus Pavilion for railway movements



2019-2020
SNAPSHOT

As part of the renewal of the permanent exhibition, teams of volunteers worked on the restoration of several vehicles:

- Streetcar MSR 274
- CN locomotive 5702
- CPR automobile box car 295544
- STM motor car MR-63
- VIA diesel electric locomotive 6309

Contributions by volunteers in 2018-2109 include the following:

- After its return to service, engineers operated the TSR 8 streetcar for 97 days, offering 1,403 1-km long return trips to our visitors—this number is due to the work undertaken on the tracks for rail movements (in preparation for the new permanent exhibition)
- The passenger train was in operation for 33 days, including 2 additional days to offer 784 passengers a ride in the Christmas train

- The track maintenance team built a new access track to the Angus Pavilion, repositioned 10 tracks and installed 100 new railway ties
- 50 vehicles were moved for the renewal of the permanent exhibition
- 100 axle boxes were lubricated in preparation for railway movements

Major repair work undertaken on the John Molson steam locomotive in preparation for its return

Ongoing restoration work on the vehicles recently moved to the Grand Gallery

Creation of a committee to ensure the succession of our volunteers



The Gift Shop continued to offer our flagship items: products and items bearing the Exporail logo, railway books, souvenirs and railway-themed toys. Sales were up 1.7% to \$151,028.

At Le Tramway Café, we continued with our efforts to offer visitors excellent service and fresh, high-quality products. The Café was open 76 days during which time the Museum welcomed 35,559 visitors. Volunteers greatly contributed to Café operations, including serving customers.

With its impressive collection of rolling stock, two stations and an exceptional site, the Museum offers a wide range of possibilities for commercial photography and film making. We played a part in the success of Marie-Loup Wolf's feature film *Jouliks* with a train movement at Hays Station. Exporail was also chosen to host the promotional photo shoot for the concert *Pour une histoire d'un soir*, starring Joe Bocan, Marie Carmen and Marie Denise Pelletier. In collaboration with the Archives Centre, we contributed to the CN 100 book project via a photo shoot in the CN locomotive 1554 and in the model train room. Finally, the locomotive, the passenger car 1554 and the automobile box car were used as decor in the music video of Thomas Hellman's song: *L'empereur du Nord!*

ADDITIONAL SERVICES:

GIFT SHOP, LE TRAMWAY CAFÉ AND HALL RENTALS



Our partnership with the City of Saint-Constant enabled us to host the third edition of the City of Saint-Constant's Victorian Christmas Market. Given the Market's huge success, additional booths were installed on the mezzanine, which greatly enhanced the experience of market visitors. The «Rentals» section of our website proved very successful. In addition to the 28 days of rental by the City of Saint-Constant and its cultural organizations, businesses and individuals rented space on 95 occasions, which explains the significant 11.6% increase in sales for 2018–2019.



1 FEATURE FILM, 2 PHOTO SHOOTS
AND 1 MUSIC VIDEO SHOOT

95 SPACE RENTALS FOR
BUSINESSES AND INDIVIDUALS
AND 28 FOR THE CITY
OF SAINT-CONSTANT AND
ITS ORGANIZATIONS

1.7% RISE IN GIFT SHOP SALES



2019-2020
SNAPSHOT

Sustainable development initiative: removal of plastic water bottles and installation of new drinking fountains

New coat of paint for our rental spaces

New Gift Shop items: New Exporail-branded products, introduction of VIA Rail, CN, CP and STM products

6 commercial photo shoots, 1 web article and 2 TV productions

SUSTAINABILITY AND DEVELOPMENT OF THE FOUNDATION AND CRHA FINANCING ACTIVITIES



2019-2020
SNAPSHOT

Ongoing fund-raising campaign
for targeted projects

Informational and promotional postings
on social media

I am pleased to present to you the 2018-19 report of the CRHA fund-raising committee and the CRHA Foundation.

During the last fiscal year, the CRHA fund-raising committee raised \$201,229 as follows, \$ 90,000 from Molson-Coors company for the repairs to the John Molson, \$32,113 for the restoration of VIA 6309, \$37,340 for operating costs, \$20,000 as a legacy and \$5,000 for the renewal of the permanent exhibition. I am pleased to note that the 6309 VIA fund-raising campaign, which closed recently, brought in a total of \$46,478 from 116 donors, greatly exceeding our objective of \$34,000.

In addition, the CRHA Foundation donated \$37,731 to the CRHA, bringing the total donations to the CRHA to \$238,960, or approximately 10% of the annual revenue budget of the CRHA.

I would like to say a word about the VIA 6309 campaign. This was an experiment to see if we could use only the internet to raise money for restoration and keep our fundraising costs low. The results were excellent, as we were able to keep costs below 4% of the amount raised.

I would like to thank Rapido Trains Inc., which sponsored and promoted the campaign to their clients and donated prizes. I contacted all of the CRHA Divisions and a number of

railway enthusiast groups across Canada and asked them to promote the campaign to their members. We got strong support from our Divisions, especially the Kingston and Niagara Divisions and from the Bytown Railway Society, the Canadian Association of Railway Modellers, Canadian National Railway Historical Association and the Canadian Pacific Historical Association. I would like to thank Jason Shron, Robbie Robinson, James Bouchard, Bruno Cordellier, Stephane Ste. Marie, Gary McMinn and Gerald Bouchard for their participation in this campaign.

Your CRHA Foundation had another successful year in 2018-19.

During the year, the CRHA Foundation received \$25,000 from the CRHA to establish the Hays Station fund, \$200,000 from the CPR to add to the N.R Crump Endowment Fund and \$180,450 from the CRHA to establish the CRHA Collection Fund.

The total of the assets of the CRHA Foundation at March 31, 2019 amounted to \$1,857,020 as follows:

John Loye Endowment Fund \$240,166
N.R. Crump Endowment Fund \$727,248
Hays Memorial Endowment Fund \$25,000
CRHA Collection Fund \$180,450
Other unrestricted assets \$684,156



THE CRHA FOUNDATION DONATED
\$37,731 TO THE CRHA

A \$90,000 DONATION FROM
MOLSON-COORS WAS RECEIVED
FOR THE RESTORATION OF THE
JOHN MOLSON LOCOMOTIVE

SPONSORSHIP FROM RAPIDO
TRAINS INC. FOR THE VIA 6309
FUND-RAISING CAMPAIGN



The VIA locomotive 6309 after its cosmetic restoration

The Board of Directors of the CRHA Foundation has agreed to contribute \$54,103 to the CRHA in this fiscal year.

I would like to thank all of the donors to the CRHA and the CRHA Foundation for their continuing support during the past year. It is greatly appreciated.

I would also like to thank my fellow Directors of the CRHA Foundation, Robbie Robinson, Peter Murphy, Sean Finn, Keith Heller and Charles de Kovachich for their support of the Foundation.

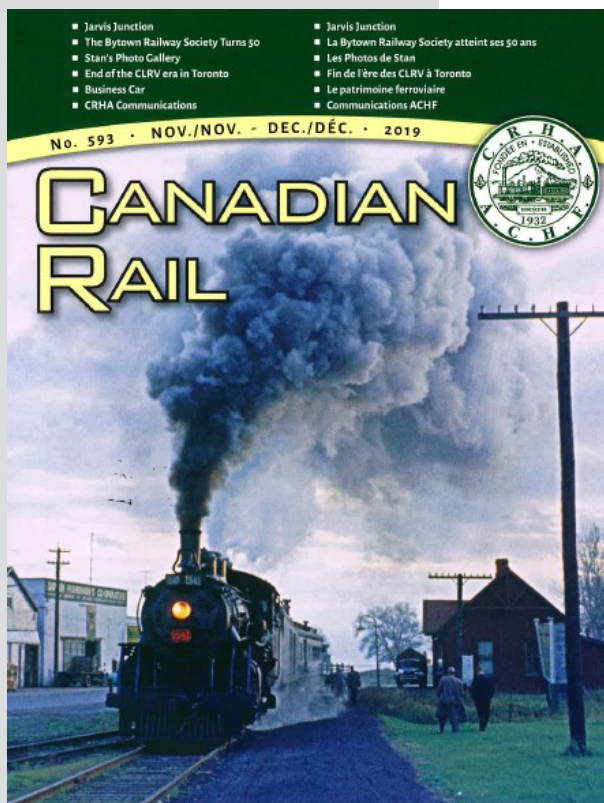
C. Stephen Cheasley

President of the CRHA Foundation and CRHA Fund-raising committee

The CRHA Foundation supports the CRHA by providing a reliable and steadily increasing annual grant. It achieves this by soliciting and accumulating financial assets, and by investing them with a balanced view towards income and long-term growth, while emphasizing capital preservation.

The CRHA Fund-raising committee focuses on CRHA fund-raising activities.

PUBLICATIONS AND MEMBER SERVICES



Canadian Rail

Six issues were again published in 2018–2019 and our back issues directory is available on our website. Thanks to the magazine, we were able to promote our fundraising campaign for the restoration of the VIA locomotive 6039 and share all Exporail news.

In fiscal 2018, 326 pages (314 pages in 2017) of quality articles were produced on a range of topics showcasing the history of Canadian railways from coast to coast. One of the highlights was Lorne Perry's three-part article on CN's Turcot Roundhouse. All of this would not have been possible without our dedicated team:

- Douglas N. W. Smith, Co-editor
- Stan Smaill, Photo Gallery
- James Taylor, Cartographer
- John Godfrey, Business Car
- Garth Stevenson, English proofreading
- David Gawley, English proofreading - Business Car
- Denis Vallieres, French translation
- Jean-Maurice Boissard, French translation
- Gilles Lazure, French translation
- Jacques Loiselle, French translation
- Luc Hamilton, French translation
- Bernard-André Genest, French translation
- Stephen Wray, CRHA Communications
- Gerald Bouchard, Member services
- Gary McMinn, Layout
- Donald Emard, Impression Expo

In addition to our many contributors, we also enjoyed support in various issues from Ian Smith, Doug Phillips, Lorne Perry, Bill Linley, David Guay, Jason Sailer, Garth Stevenson, Michael Leduc and a few others. Approximately 4,045 volunteer hours were devoted to the production of *Canadian Rail* in 2018.

We continued the *Canadian Rail* sales promotion program through model shops and other outlets. Unfortunately, some model shops have closed, and we have seen sales drop among non-members. Shipping costs are partly to blame. We still manage to sell over 100 copies through this network, and we will try to expand it in 2019. This not only increases our revenues but also gives the CRHA greater visibility.

During this fiscal year, we received our sixth periodic grant from Canadian Heritage for the sum of \$13,978 (\$12,506 last year), and we extend our thanks to the Government of Canada.

It is important that we consider the long-term succession of those currently involved with *Canadian Rail*. We need younger members to become involved so that the future of *Canadian Rail* can be assured.



Communications ACHF

This year, we decided to include CRHA *Communications* in *Canadian Rail*, primarily to incorporate the news of the divisions in each issue and also to facilitate production and save costs. This decision will allow us to keep our members up to date on the latest news.

CRHA Communications clearly would not be possible without the input from the various divisions and it is quite an achievement to share our respective news across such a vast country.

Peter Murphy
Editor

Gerald Bouchard, volunteer, member services

MEMBER SERVICES

Increased efforts to boost rail enthusiasts' membership to Exporail are bearing fruit, notably at railway fairs in Calgary, Brampton, Kingston and Montreal, as well as at Exporail.

A special thanks goes out to our volunteer Gérald Bouchard who expertly manages all manner of membership-related duties each week.

There are currently 908 paying members.

We are always in need of new members and it is crucial that we continue our membership promotion activities.

RECOGNITION AWARDS

In 1986, the Canadian Railroad Historical Association established a program of annual awards to recognize and honour individuals and organizations whose achievements have made a significant contribution to informing people about or preserving Canadian railway heritage.

There were multiple nominations in 2018–14 in total, which made the jury's task even harder.

The recipient of the *Lifetime Achievement Award* was Lorne Perry, who worked at CN during the 1960s and 1970s. Lorne's accomplishments include writing a definitive story, *Train Country - An Illustrative History of the CNR*, a biographical novel, *Drawing From the Mountain*, and his widely acclaimed book, *Saint-Lambert, Train de vie*. This is on top of his countless articles contributed to *Canadian Rail*.

The recipient of the *Preservation Award* was Paul Chapman and his team from the CRHA Niagara Division for creating historical plaques and installing them along railway tracks, walking trails and sidewalks. Initially a self-funded project, the idea became so popular that they were approached by municipal authorities to commemorate the history of Niagara, St. Catharines and Toronto and other railway lines as well.

The *Best Article, Canadian Rail Award* was presented to Stan Smail for his March–April 2018 Photo Gallery of the CRHA rolling stock in service during the years marking the shift from steam to diesel and from streetcar to bus. During this period, it was debated as to what should be retained and what should be replaced. Today, these important decisions fall to the Collections Committee.

The recipient of the *Best Article, other publications Award* was Brian Gilhuly for his article *Band of Brothers*. This three-part article, originally published in *Branchline Magazine*, covers three brothers in arms who were prominent professional engineers and promoters of railway development in Canada during the 1800s. It highlights the essential and little-known role these men played in the development and expansion of Canadian railways in the 19th century.

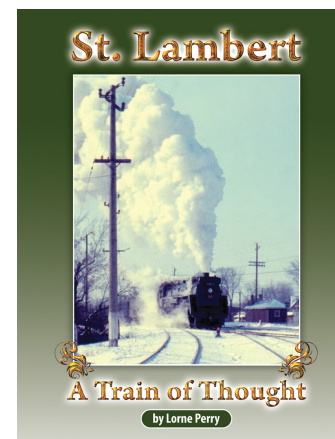
The *Literary Award: The Portage Railway—An Illustrated History of the Huntsville & Lake of Bays Railways*, by Jeff Young and Peter Foley. Rich in history, photos, postcards, diagrams and maps, this book leaves no stone unturned.

The *Multi-Media Award* went to Tom W. Parkin for the film «*Sons of the CPR*,» described on YouTube as two long-time friends and railroad enthusiasts from Revelstoke, B.C., who travel to Nevada to participate in an

«Engineer for a Day» experience. They relive history in a rare and exciting experience at an industrial railway museum. The video evokes feelings of nostalgia, paying tribute to their railway worker fathers (the Canadian Pacific Railway management team) and subtly encourages viewers to explore their own family's personal history.

Linda Schwey

President of the Exporail Awards Committee



The book written by Lorne Perry, recipient of the Lifetime Achievement Award (On sale at the Exporail Gift Shop)

PARTNERS OF CHOICE

Exporail's regular activities are funded in part by the Ministère de la Culture et des Communications of Québec and receive support from the cities of Saint-Constant and Delson. Special projects of Exporail are supported by the Department of Canadian Heritage and Employment and Social Development Canada. Exporail also receives support from Bibliothèque et Archives nationales du Québec, Emploi-Québec Montérégie, Municipalité régionale de comté de Roussillon, CN, Canadian Pacific, VIA Rail Canada, Molson-Coors, the Canadian Railroad Historical Association Foundation, Exo, the Société de transport de Montréal, the YMCA of Greater Toronto, the Canadian Museums Association, Transport Canada, Library and Archives Canada, and the Société des musées du Québec.



OUR FINANCIAL HEALTH

YEAR ENDED MARCH 31, 2019

REVENUES

Visitor spending	794,428\$
Other self-generated revenue	399,344\$
Memberships & donations	282,812\$
Grants from government programs	840,327\$
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	2,316,911\$

EXPENSES

Museological activities	871,814\$
Operating and maintenance	1,193,350\$
Transfer to CRHA Foundation	180,451\$
Amortization	68,180\$
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	2,313,795\$

Excess of revenue over expenses	3,116\$
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STATEMENT OF FINANCIAL POSITION

ASSETS

Current assets	1,072,885\$
Grants receivable	908,422\$
Capital assets	6,109,590\$
Intangible assets	13,881\$
Collections and exhibits	1\$
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	8,104,779\$

LIABILITIES

Current liabilities	712,707\$
Debt & deferred contributions	5,431,702\$
Net assets	1,960,370\$
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	8,104,779\$

This is simplified summary of our audited financial statements, which may be consulted on our website:
www.exporail.org/achf/publications/etats-financiers/.





BOARD OF DIRECTORS OF THE CRHA

President	Robert Robinson
President of the CRHA Foundation	C. Stephen Cheasley
Vice-Presidents	Daniel Laurendeau Peter M. Murphy
Secretary	James Bouchard
Treasurer	Robert Nantel
Executive Director	Nadine Cloutier
Representative - Eastern Divisions	Ron Grant
Representative - Central Divisions	Andy Panko
Representative - Western Divisions	Bill Walker
Representative - City of Delson	Lorraine St.James Lapalme
Representative - City of Saint-Constant	Mario Arsenault
Members - Directors	Bernard Archambault Charles De Jean François Hébert Len Thibeault Luc Hamilton Linda Schwey

EXECUTIVE COMMITTEE

Robert Robinson, C. Stephen Cheasley, Daniel Laurendeau, Robert Nantel, James Bouchard et Nadine Cloutier

Collections Committee	chaired by Len Thibeault
Membership Committee (including <i>Canadian Rail</i>)	chaired by Peter Murphy
Audit Committee	chaired by James Bouchard
Annual Awards Committee	chaired by Linda Schwey

MANAGEMENT TEAM

Executive Director	Nadine Cloutier
Collections - Exhibitions - Restoration	Jean-Paul Viaud
Archives - Exhibitions	Mylène Bélanger
Volunteer Management and Operations Coordinator	Mathieu Graveline
Customer Services, Programming and Education	Maurice Binette
Hall Rentals and Film Shooting - Gift Shop - Café Le Tramway	Jessica Mouton
Communications	Bruno Cordellier
Accounting	Stéphane Ste-Marie
Buildings and Site Manager	Stéphane Fillion
Registrar	Alexandra Lamoureux



Coordination : Bruno Cordellier

Texts and revision : Permanent Team Directory,, C. Stephen Cheasley, Robert Robinson, Services d'édition Guy Connolly

English Translation : Mark Taylor

Graphic Design : Roxane Groleau

Photos : Exporail, the Canadian Railway Museum



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