

EXPORAIL

60 1961-2021

annual report 2021





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message from the President

— Moving forward with confidence



Last year I wrote about the elephant in the room which had so impacted our operations—the Covid-19 pandemic. I didn't imagine then that we would still be trying to deal with this elephant a year later, but here we are—continuing to face the challenge of adapting to constantly changing circumstances. Our staff and volunteers have done an excellent job of coping so far, and I am sure that they will be successful in adapting in the future. But, like you I expect, my hope is that we will see this elephant far back in our rear-view mirror before too long.

In spite of all this disruption, this year saw us reach two major milestones.

The first was the 600th issue of *Canadian Rail* magazine, published since 1937. This journal of Canadian railway history has made a significant contribution to scholarship over the years. Current co-editors Peter Murphy and Doug Smith lead a team of volunteers in producing a high-quality publication with constantly engaging articles and photos. I express sincere gratitude on behalf of the Association to Peter and Doug and all the editors, writers, photographers, translators, mapmakers, and others who put in the major effort and dedication required. This is a true labour of love on all their parts.

The second significant milestone was the 60th anniversary of Exporail. The far-seeing vision of the museum's founders, and the subsequent imagination and hard work by hundreds of motivated volunteers and employees combined to produce Canada's leading museum dedicated to railways. This place houses Canada's definitive collection of rolling stock, archival materials, and associated artifacts, and especially now with its newly refreshed permanent exhibit, effectively tells the story of the contribution of railway technology to the development of our country, while pointing the way to the future as well. But it is more than just a history museum. It is a place that is a delight to visit—welcoming, fun and educational at the same time. At our celebratory event in July 2021,

recognition was given to the value and importance of our work by two federal Members of Parliament and representatives from Quebec and our host cities, and from our longstanding key railway partners CN & CP.

In addition to the milestones, there were many other achievements over the course of the year. I will highlight only one, of which I am particularly proud. This is the 2020 Volunteer of the Year award given jointly by the Canadian Museums Association and the Canadian Federation of Friends of Museums. This award goes collectively to all our volunteers, who have done so much in the past to make the CRHA what it is today, and who continue to contribute to the excellence of our publications and museum. Your Board of Directors is mostly composed of volunteers who lead our strategies and participate in their implementation. My hat is off to all of the men and women who volunteer for the CRHA, and I thank them all for their dedication to our mission. I also want to highlight and thank director Linda Schwey for successfully leading the application process for this award against fierce competition from across Canada.

As you can see from the audited financial statements for the year ended March 31st, the CRHA is financially sound. This is as a result of prudent fiscal management coupled with generous government

assistance. Although our self-generated operating revenues and donations fell a dramatic 60% from one year to the next, government grants increased by 27%, including almost \$600,000 of special Covid-related subsidies from the Canadian and Quebec governments. In parallel with this we dialed down our expenses substantially, by 38%. The net result is a healthy Association with enough cash in the bank to allow us to be able to face the future with confidence.

And we continue to plan our future. This year we contracted with the world's leading museum consultants to do a feasibility study of our project to expand Exporail. The project is aimed at improving collection storage and display facilities, work spaces, and visitor amenities and activities. This study is to prove to ourselves that our concept plan is workable and affordable, and we expect to have the completed study before the end of 2021. When we have it in hand we will begin planning the major capital fundraising campaign that will be required

to bring the project from concept to reality, and you will hear much more about this before long.

While government grants and visitor spending help us sustain our regular operations, the development of our collection is a priority for CRHA members, and this requires substantial extra resources. The current drive to raise funds for vehicle restoration is already more than half-way to its \$180,000 target, and for the first time we will be giving donors to the campaign a say in which vehicles will be selected for restoration. The choice of vehicles will be informed by the work of the committee on prioritization of the rolling stock, led by director François Hébert, which will report soon. I encourage all members to dig deep to support this campaign financially and participate in the decision-making, and thank director Steve Cheasley and his team for their leadership. Thank you also to the members of the Board who have put up over \$23,000 to seed the donations for this campaign, and to CN for their donation of \$60,000.

Having earlier thanked our volunteers, I now thank our hard-working employees, led so effectively by Executive Director Nadine Cloutier. The year has been difficult, but the dedication and enthusiasm this team has demonstrated has never wavered. The world will return to some form of normality before too long, and when it stabilizes we will be in an excellent position to once again fulfill our mission of delighting visitors and telling the Canadian railway story.

Thank you to all for your wonderful and most appreciated contributions to our Association.

Robert Robinson,
President

600th issue of *Canadian Rail*
published

Exporail's 60th anniversary

2020 Museum Volunteer Award



message from the Executive Director

Agility in the face of the pandemic



In the 2020–21 fiscal year, Exporail continued its mission of educating the public, albeit in a scaled back manner on site due to the pandemic. That said, our Collections and Archives departments managed to avoid any major negative impacts and this report will reflect the accomplishments of the current year.

Fiscal 2020–2021 was spent entirely under the shadow of the pandemic. This unique, global event forced us to juggle a number of unforeseen challenges. Our priority was

to preserve permanent jobs and stay in touch with customer service employees who were temporarily laid off to ensure they would return. We also wanted to ensure that employees and volunteers could work safely at the Exporail site. I am proud to say that we did a great job on this front. The wage subsidy programs allowed us to hold on to specialized staff at a time when recruitment and retention of qualified employees is an issue.

Thanks to a generous donor, we were able to add two people to the team: a part-time administrative assistant and a marketing and sales manager, who started on April 1, 2021.

With such uncertainty, long-term planning was a real challenge. We therefore proceeded cautiously while closely monitoring expenses. The various levels of government have deployed a range of grant programs, and we strived to obtain the maximum amount of grants to ensure the continuity of the organization. As shown in our financial statements, we applied for and received a total of \$591,119 in pandemic-related grants, with 64% of this amount covering wages. The Department of Canadian Heritage set up a special emergency fund and granted us \$100,000. The Ministère de la Culture et des Communications also boosted our operating grant by \$87,000.

A COVID committee was set up to keep abreast of government information in order to develop and deploy health guidelines that were endorsed by the Executive Committee. The objective was to comply with CNESST requirements and offer a safe environment for our staff and the public. We installed a safe path for visitors to reach the Angus Pavilion and implemented timed-entry ticketing.

The Museum was open from June 26 to September 27, 2020, and from February 19, 2021. We welcomed 14,708 visitors for the fiscal year.

During the opening season, we were unable to hold large-scale outdoor special events and activities in accordance with the health regulations in force. Tramway rides were unavailable due to a lack of operators during the pandemic, and we would also have had to modify the interior of the vehicle to ensure the safety of visitors and the operator. However, we were able to offer safe rides on the passenger train (for a fee), and the model railway was operational. A total of 2,850 visitors took advantage of these rides, including on the free Sundays.

A Railroad to Dreams, the exhibition project co-created with Pointe-à-Callière, Montréal Archaeology and History Complex, kept the Collections Department fully occupied for a little over two months. We sent over 400 artifacts to Pointe-à-Callière. Our collaboration involved the content, scripting, validation of texts and providing expertise. The team at the CRHA Archives Centre also worked on this exhibition, providing several posters and numerous iconographic documents from our archival fonds. The CRHA Archives Centre is extremely active, undertaking an increasing number of projects.

The Museum has started setting up an online store.

This is a key initiative and will enable us to boost sales of Gift Shop merchandise. A selection of items and books has

been made to help us reach the key segments of our clientele and the merchandise will be divided into categories. We hope to be able to launch sales before the end of March 2022.

During the year, we had meetings with our MNA for Sanguinet, Danielle McCann, the Minister of Higher Education. These meetings led to visits of three other prominent Quebec government ministers, namely the Minister of Tourism, Caroline Proulx, the Minister of Culture and Communications, Nathalie Roy, and the Minister of Health and Social Services, Christian Dubé, during the summer of 2021. Meetings such as these are extremely beneficial for future projects.

We forged close ties with other railway museums and associations operating tourist trains or sites showcasing railway heritage in Canada. One Tuesday a month, we meet to discuss challenges and current projects, which is extremely enriching and allows Exporail to stay connected with its pan-Canadian community. This small group was born out of the HeritageRail Alliance (HRA), of which the CRHA is a member. The CRHA President, who is also a member of the HRA Board of Directors, facilitates the meetings and the Executive Director also participates.

I would like to acknowledge the dedication of our staff who, despite the changing reality, have remained agile, highly creative and extremely efficient. The same goes for the volunteers who had



to adapt to change and new practices as well as to the new reality of videoconference meetings. This year's successes would not have been possible without them. I would also like to thank the Directors, in particular the members of the Executive for their availability and dedication every day, their willingness to innovate as well as their passion for this one-of-a-kind Canadian museum with its power to connect.

Nadine Cloutier,
Executive Director

Timed-entry ticketing for the public in 2020–2021 due to the pandemic

\$591,119 in pandemic-related grants

Exhibition created in partnership with Pointe-à-Callière

2021-2022 snapshot

Exporail celebrated its 60th anniversary on July 21, 2021

Staff and volunteers of Exporail, the Canadian Railway Museum, were joined by several political representatives, railway company executives, and guests from the cultural and tourism sectors to celebrate the 60th Anniversary of the founding of the Museum.



Daniel Laurendeau, CRHA and Exporail Vice-President was Master of Ceremonies for the event.



C. Stephen Cheasley, President of the CRHA Foundation, was one of the founders of the Museum in 1961 and has continued his involvement ever since. He paid tribute the volunteers of yesterday and today. "Exporail has more than 140 volunteers who perform all kinds of tasks and offer more than 26,000 hours of work each year. A number of them have been with us since the 1960s. In 2020, the volunteers won the Canadian Museums Association's Museum Volunteer Award. This award recognizes individuals or groups who generously give their time and commitment to a museum and who have made a significant impact within the museum community," he said.



Left to right: Alain Therrien, MP for La Prairie and House leader of the Bloc Québécois; Jean-Michel Pepin, Municipal Councillor for Delson, Christian Ouellette, Mayor of Delson and Prefect of MRC Roussillon; Suzanne Hutchinson, Political Attachée for the MNA for Sanguinet and Minister of Higher Education, Danielle McCann; M. Hoang Tran, Chief of Staff for the President of CN, Jean-Jacques Ruest; Marie-Josée Valade-England, Political Attaché for the MNA for La Prairie and Minister of Health and Social Services, Christian Dubé; Johanne Di Cesare, Municipal Councillor of Saint-Constant, Jean-Claude Boyer, Mayor of Saint-Constant; Daniel Laurendeau, CRHA and Exporail Vice-President and Master of Ceremonies; Robert Robinson, CRHA and Exporail President; Francis Scarpaleggia, Member of Parliament for Lac Saint-Louis, Québec, and Member of the Liberal Party Caucus in the House of Commons; Ben Serena, Vice-President of Canadian Pacific representing CP President Keith Creel; C. Stephen Cheasley, President of the CRHA Foundation; Nadine Cloutier, CRHA and Exporail Executive Director

Visits from ministers

The entire Exporail team is very honoured and proud to have welcomed four Quebec government ministers over summer and fall: Danielle McCann, MNA for Sanguinet and Minister of Higher Education; Caroline Proulx, Minister of Tourism; Nathalie Roy, Minister of Culture and Communications and MNA for Montarville; and Christian Dubé, Minister of Health and Social Services and MNA for La Prairie.



June 7, 2021, left to right: Nadine Cloutier, CRHA and Exporail Executive Director; Danielle McCann, MNA for Sanguinet and Minister of Higher Education; Caroline Proulx, Minister of Tourism; Jean-Claude Boyer, Mayor of Saint-Constant; Robert Robinson, CRHA and Exporail President.



July 13, 2021, left to right: Danielle McCann, MNA for Sanguinet and Minister of Higher Education; François Hébert, CRHA and Exporail Director; Nathalie Roy, Minister of Culture and Communications and MNA for Montarville; Jean-Claude Boyer, Mayor of Saint-Constant; Nadine Cloutier, CRHA and Exporail Executive Director; Robert Robinson, CRHA and Exporail President; and C. Stephen Cheasley, President of the CRHA Foundation and Chair of the Exporail Fundraising Committee.



October 25, 2021, left to right: Nadine Cloutier, CRHA and Exporail Executive Director; Christian Dubé, Minister of Health and Social Services and MNA for La Prairie; Robert Robinson, CRHA and Exporail President; C. Stephen Cheasley, President of the CRHA Foundation and Chair of the Exporail Fundraising Committee; François Hébert, CRHA and Exporail Director.

2021-2022 snapshot (continued)

— Excellence Award – Category 2 of the Société des musées du Québec 2021



AWARDS CEREMONY

The awards ceremony of the Société des musées du Québec took place at the Sheraton Laval on Thursday, October 14, 2021. The Excellence Award, Category 2, was awarded to Exporail, the Canadian Railway Museum, for its new permanent exhibition “Rail, the Power of Connection.”

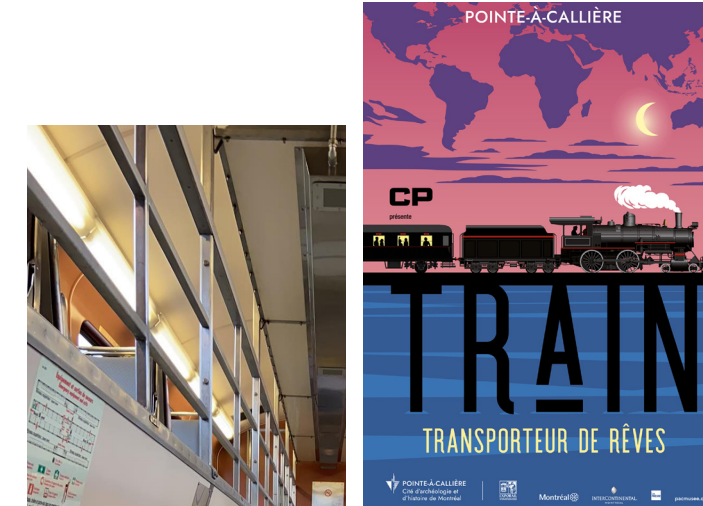
This project involved creating three distinct zones as part of the visitor experience:

- An entrance lobby showcasing a reproduction of the first locomotive to run in Canada in 1836: the Dorchester, with a presentation on the CRHA and its development.
- An artifacts corridor that immerses visitors in the little-known world of small railway artifacts, complete with beautiful archival images. The corridor features the tools of railway workers and builders, objects related to urban transportation, artifacts evoking the pleasures of travel and items representing rolling stock.
- A large exhibition gallery where 50 vehicles now come to life under spectacular lighting, with each piece uniquely lit and highlighted in an innovative way



— Nadine Cloutier, Executive Director was very happy and proud to receive this award!

exhibition and reorganization of collections



The Collections Department spent a little over two months working on a co-creation project with Pointe-à-Callière, Montréal Archaeology and History Complex: *Train: A Railroad to Dreams*. More than 400 artifacts were sent to Pointe-à-Callière for the exhibition. The collaboration with their team primarily involved the content, scripting, validation of texts and providing expertise.

Part of the exhibition is currently on display at the Musée régional de Rimouski. Exporail will host the model train section of this exhibition from November 2021 until Labour Day in 2022.

The department took on its biggest project of the last few years, namely the reorganization of the small object reserves, which involved installing new mobile shelves and fully recycling the old ones as part of a sustainable development strategy. The project was completed in August 2021. Currently, the reserves contain 637 shelves and high-density mobile units, compared to 353 before the reorganization. Approximately 4,000 objects have been moved as a result. This project was funded by the Department of Canadian Heritage, the CRHA Foundation and the CRHA.

On April 23, 2021, a Gallery Car 900 was delivered to Exporail to be used for passenger train opera-

tions and interpretation activities. Donated by Exo, the car will undergo work so it can be coupled to the passenger train and the Christmas train. The objective is to increase passenger capacity and give visitors the chance to experience a unique car.

Finally, in accordance with the strategic plan, a Prioritization Committee was formed and is reviewing all vehicles in the collection.

Exhibition co-created with Pointe-à-Callière, Montréal Archaeology and History Complex

Reorganization of reserves

Donation of a Gallery Car 900 by Exo for passenger train operations and interpretation activities

a thriving archives centre



The CRHA Archives Centre is extremely active, undertaking an increasing number of projects. Thanks to the financial support of Canadian Pacific through annual donations to the N.R. Crump Endowment Fund, the Centre has established the full-time archival technician position dedicated to the Canadian Pacific Railway Company fonds. The processing of this immense collection is fundamental and requires a dedicated person to ensure its development.

The Archives Centre team worked on Pointe-à-Callière's *Train: A Railroad to Dreams* exhibition, contributing several original posters for display and numerous iconographic documents from our archives for the graphic panels. An intern worked in collaboration with the City of Québec on the "Chronoscope" project.

During the lockdown, our archivist began a major project to digitize and present photos of Canada's grand railway hotels. The albums are presented on the Flickr platform and the work continues with the posting of other hotel photos. When completed, some 15 albums of photos of grand railway hotels will be available for viewing.

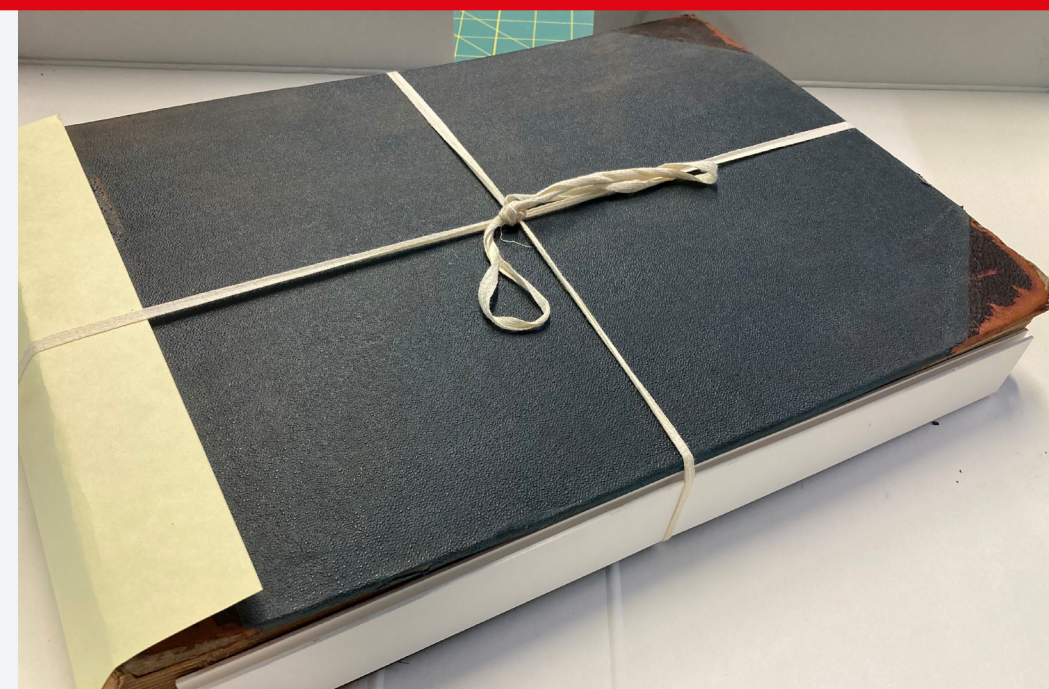
The project to preserve and disseminate the prestigious Heckman photo albums from the Canadian Pacific Railway Company fonds has been completed. A total of 63 albums containing

over 4,500 photographs were processed, digitized and described. A high-performance planetary scanner was purchased for the project that allows for superior quality digitization without damaging the fragile bindings.

Finally, we have internship agreements with Université de Montréal, UQÀM and Université Laval in Québec City

The Archive Centre's key achievements for 2020-2021:

- Conversion of 24h49m25s (53 VHS to DVD)
- Conversion of 66h14m5s (93 Beta-Cam to DVD)
- 10,401 archival documents scanned from 29 fonds and collections
- 1,761 images uploaded on Archilog
- 1,219 photos posted on Flickr
- 185 images posted on social media (Facebook, Instagram)
- 98 images published in *Canadian Rail*
- 10 video clips featuring 53 images from the archives



The preservation, description and digital dissemination project involving the Joseph W. Heckman photo albums (Canadian Pacific Railway Company fonds) was made possible through support from Library and Archive's Canada's Documentary Heritage Communities Program (DHCP).

Expositions :

- Finalization of the exhibition presented on the mezzanine, *CRHA Archives— Remnants of Our Memory*: 44 images, 107 original archival documents, 3 floor projections
- Collaboration on the exhibition *Train: A Railroad to Dreams* (Pointe-à-Callière): 87 images, 31 original posters, 1 Eaton original catalogue, 2 film excerpts

External projects:

- 28 various publications—newspapers, books, magazines, teaching resources, etc. (97 images)
- 10 exhibitions—physical and virtual (77 images)
- 1 conference (10 images)
- 5 audiovisual productions—videos, television (19 images)

Collaboration on Pointe-à-Callière's *Train: A Railroad to Dreams* exhibition

Scanning and posting of photos on Flickr of grand Canadian railway hotels

Conversion of old videotape footage (VHS and betacam) to DVD

museum education through virtual projects

With school and other group visits curtailed by the pandemic, our visitor numbers have dropped. However, this didn't stop our Museum Education Department producing many new initiatives in 2020-21, always with a view to offering new experiences:

- Production of 9 bilingual video clips and a promotional video to allow the public to experience the vehicles at a time when visitors were not allowed on board. Funding from the MRC de Roussillon contributed to the production of the videos, which are available for viewing on the new *Virtual Exporail* section of our website.
- The family-oriented Vélo-rail project is under development and will be available next season, with a route between Barrington and Des Bouleaux stations.
- Tramway enthusiasts will get the opportunity to live the dream with the Motorman for a Day activity.
- A program of activities for seniors, with an extramural component (outside the Museum), will be implemented thanks to a Museum Education internship in collaboration with Université de Montréal.

- We also received funding from Tourisme Montérégie to carry out a virtual tour project, EXPORAIL 360, which required a 360-degree filming of the entrance lobby, artifact corridor, the entire grand gallery and over half of the vehicles on display, including some of their interiors. This content will boost our online activities and extend our reach beyond our physical site, targeting conferences, virtual tours for groups, schools and more. This project will be completed by the end of the current fiscal year.



Production of 9 bilingual videos (vehicle visits) and a promotional video thanks to a grant from the MRC de Roussillon

Virtual visits project, EXPORAIL 360, funded by Tourisme Montérégie

Vélo-rail project under development

communications on track to discovery

Our communications for 2020-2021 largely revolved around the new virtual reality. The slogan **Track to Discovery** featured in various online campaigns that allowed the Museum to reach the public during the lockdown.

During the lockdown, the Exporail at Home initiative (#exporailathome), which involved posting photos and videos on social networks (Facebook and Instagram), allowed us to highlight archives, rail travel, the renewal of the permanent exhibition, photos of our visitors, presentations of artifacts, testimonials of volunteers and promotional videos. The documentary *Creating a Major Exhibition: Behind the Scenes* and the video clips produced as part of the renewal of the permanent exhibition were integrated into the brand-new Virtual Exporail section of the website.

New health measures were quickly implemented with the reopening of Exporail on June 26, 2020, and new signage had to be created due to the closure of the main entrance bridge. EXPORAIL was able to maintain its visibility during the closures (March and October 2020) and reopenings (June 2020 and February 2021), with coverage in various media, as can be seen in the press review on our website: exporail.org/en/media/press-review



5 press releases and **6 newsletters** were issued during this period.

EXPORAIL was once again well referenced with a number of mentions or advertisements in the publications or on the websites of our major tourism industry partners, including the Société des Attractions touristiques du Québec (Quebec Vacation Guide), Tourisme Montréal, Tourisme Montérégie and Passeportvacances.com. As in previous years, specialized family websites targeting our main clientele were not forgotten, namely *Montréal pour enfants* and *Montreal Families*.

We also increased our low-cost sponsored posts on Facebook and Instagram, which allowed us to build a stronger online following in 2020-2021.

Facebook

8697 friends
+22,5%

Instagram

1985 followers
+16,8%

Twitter

2453 followers
+2,2%

Exporail at Home (#exporailathome) on social media

Creation of the new Virtual Exporail section on the website

New exterior signage

volunteers serving the museum



The Canadian Railroad Historical Association's volunteers are an integral part of the team. Volunteers are one of the critical success factors in the three-year strategic plan for 2018-2021. Volunteers are generous with their time and are involved in all aspects of the Association, including the execution of rail operations. This last component sets Exporail apart from other museum institutions by the unique rail experience offered on its site.

Volunteers perform a number of duties at Exporail ranging from interpretation to vehicle operation and equipment maintenance, not to mention administrative support. Many activities at the Museum are made possible thanks to the vast expertise of our volunteers. Volunteers also lend their skills to various committees that support the management of the Museum and its operations.

In fiscal 2020-2021, we experienced a decrease in the number of volunteers as well as hours volunteered. During this period, 109 volunteers donated 16,981 hours of their time.

Due to the pandemic, the temporary closure of the Museum and the health measures implemented, some activities had to be temporarily suspended, which put off some volunteers. Others preferred to take a break. Despite the various challenges,

109 volunteers supporting the Museum's operations and administration

16,981 volunteer hours donated between April 2020 and March 2021

Repair of the bridge to create a temporary access to the site

Operation of the passenger train on Saturdays and Sundays for visitors



Exporail was able to count on the unwavering support of these passionate individuals in carrying out its mission.

Contributions by volunteers included:

- Repair of the bridge to create a temporary access to the site
- Major works on the miniature railway network
- Repair and maintenance of the MTC 1959 tramway bogies
- Installation of siding on the CPR automobile box car 295544
- Operation of the passenger train on Saturdays and Sundays

additional service offerings keep rolling

In a pandemic year in which the Museum was closed for almost six months, the store saw a 58% drop in sales. An online store is currently being developed, where customers will be able to choose from a range of merchandise complete with descriptions and photos.

With in-person dining prohibited by government authorities, Le Tramway Café has remained closed for the 2020 and 2021 summer seasons.

As for space rentals, an agreement was reached with the builders of the REM rail network for 113 days of room rentals and part of the outdoor site to hold theory and practical training sessions resulting in a decrease in sales of only 23%. One photography session was held during the year.

Development of an online store

113 days of interior/exterior space rental for businesses



Photo shoot of singer Stefanie Parnell for the launch of her new single If I leave.

Photo credit: Adam Nigro, photographer.

fundraising full steam ahead

During the last fiscal year, the campaign fundraising target was \$100,000, and the CRHA Fundraising Committee raised \$176,621, as follows:

- \$116,446 from the CRHA 2020-21 membership campaign
- \$35,000 from CN
- \$25,175 anonymous

In addition, the CRHA Foundation donated \$67,516 to the CRHA in the last fiscal year.

The CRHA Foundation had another successful year in 2020-21. During the year, the Foundation received \$200,000 from CP for the N.R Crump Endowment Fund to go toward the processing of the CPRC archive fonds, as well as a matching donation from the Quebec government of \$361,450. The total value of the CRHA Foundation's assets as of March 31, 2021, was \$3,129,347.

I would like to thank all those who donated to the CRHA and the CRHA Foundation for their continued support over the past year. It is greatly appreciated.

I would also like to thank my fellow CRHA Foundation Directors, Robert Robinson, Peter Murphy, Sean Finn, Keith Heller, and Charles de Kovachich, for their invaluable support, as well CRHA Fundraising Committee members Linda Schwey and Howard Davidson.

C. Stephen Cheasley

President of the CRHA Foundation and Chair of the CRHA Fundraising Committee



Major donations from CN and CP

Total donations collected by the Fundraising Committee: \$176,621

Donation dedicated to the CPRC fonds

CRHA Foundation assets as at March 31, 2021: \$3,129,347

publications and membership services

CANADIAN RAIL

In 2020-2021, we published six issues totalling 332 pages and covering a range of topics showcasing the history of Canadian railways from coast to coast. One of the highlights was the continuation of Doug Smith's seven-part series of articles in honour of the 100th anniversary of Canadian National. The year's milestone event was the publication of the magazine's 600th issue in January/February 2021.

More than 5,400 volunteer hours were dedicated to the production of *Canadian Rail* this year.

I would like to thank the entire team consisting of: Douglas Smith, Co-editor; Stan Smaill, Photo Gallery editor; James Taylor, Cartographer; Garth Stevenson and David Gawley, Proofreaders; Jean-Maurice Boissard, Gilles Lazure, Jacques Loiselle, and Lorence Toutant, Translators; and Stephen Wray, CRHA Communications Editor.

Many other contributors deserve thanks, including Douglas R. Phillips, Annette Hurley, Ralph Beaumont and Ken Goslett. Thanks also to Gary McGinn, Layout Artist; Don Émard of Impression Expo, our printer; Mylène Bélanger, CRHA Archivist; and Bruno Cordellier, CRHA Communications Manager, for their valuable contributions.

Total revenue from membership dues and *Canadian Rail* sales to non-members was \$38,418. When accounting for the annual Canada Fund (Canadian

Heritage) grant of \$13,660 to support the magazine's publication, the total revenue was \$52,000. This amount more than covered the cost of publication.

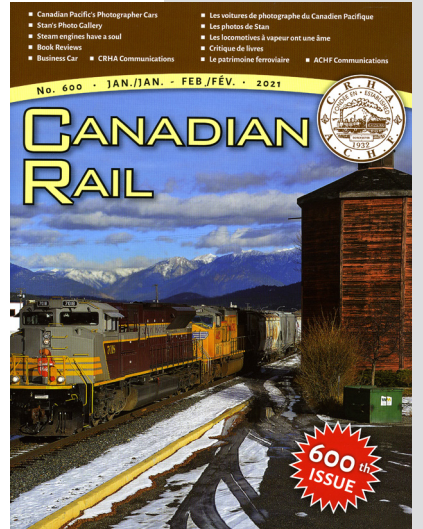
To plan for the long-term succession of the *Canadian Rail* team, it is important for younger members of the CRHA to get involved. This will safeguard our future. *Canadian Rail* also provides information on Exporail programming and is a communication tool for CRHA members.

CRHA COMMUNICATIONS

CRHA Communications has now been integrated into *Canadian Rail* and serves as a permanent record of our Association's activities. Written by Stephen Wray, this section of the magazine keeps our members up to date on the latest developments.

CRHA Communications clearly would not be possible without the input from the various divisions, and we thank them for sending in their news on their activities. It is wonderful to receive and share this news so that our widespread member community is aware of what is happening around the country.

Canadian Rail also covers Exporail news, which allows us to maintain a constant link with CRHA members. Thanks must go to Robert Robinson, Nadine Cloutier, Bruno Cordellier, Mylène Belanger



Publication of the 600th issue of *Canadian Rail* in January/February 2021

CRHA Communications integrated into Canadian Rail.

and the entire Exporail team for regularly sending us information on Exporail programming and activities.

MEMBERSHIP

The total number of members in good standing at the end of the fiscal year was 783. We are still looking to boost member numbers and will continue to promote membership in 2022.

A special thanks goes to volunteer Gerald Bouchard, who efficiently and single-handedly manages the Membership Services function.

Peter Murphy,
Co-editor

well-deserved recognition awards

In 2020, the entire team at EXPORAIL and the Canadian Railroad Historical Association (CRHA) was delighted to announce that its volunteers had won the Canadian Museums Association's 2020 Museum Volunteer Award. Presented in partnership with the Canadian Federation of Friends of Museums, this national award recognizes individuals or groups who generously volunteer their time and commitment to a museum or related heritage institution and have made a significant impact within the museum community. Given the exceptional circumstances resulting from COVID-19, receiving this reward brought some real positivity to the 2020-2021 fiscal year and was especially rewarding for our volunteers. We are still very proud of it, and it deserves another mention as it is a tremendous tribute to their commitment. In September 2021, we finally welcomed Mr. Bolton of the Canadian Federation of Friends of Museums and Mr. Vadeboncoeur, a museology consultant representing the Canadian Museums Association, who personally presented us with this much cherished Museum Volunteer Award.



L-R: Bruce Bolton, President of the Canadian Federation of Friends of Museums, and Robert Robinson, CRHA and Exporail President.

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 disseminating and/or preserving Canadian railway heritage.

Here are the recipients for 2019, who could not be nominated in 2020 due to the pandemic.

EXTRAORDINARY AWARD 2019

Gordon Lightfoot, for his song "*Canadian Railroad Trilogy*," commissioned by the CBC in 1967 to mark Canada's centennial, and considered a national treasure by the CRHA.

LIFETIME ACHIEVEMENT AWARD

The recipient of this award in 2019 was David R. Henderson of Pickering, Ontario.

Awarded to an individual for a significant contribution to preserving and/or disseminating Canadian railway heritage over many years.

David R. Henderson has devoted his life to publishing in the field of Canadian railway and transit history and was, of course, a founding member of the Canadian Railway Museum.

PRESERVATION AWARD

Heritage Park Historical Village, Calgary, Alberta - Restoration of the CPR Colonist Sleeping Car 1202.

ARTICLE AWARD (IN A CRHA PUBLICATION)

Douglas R Phillips - *Pay Cars of the Canadian Pacific Railway*, a three-part article published in *Canadian Rail*, nos. 583 (March-April 2018), 588 (January-February 2019) and 589 (March-April 2019)

LITERARY AWARD

Terry Gainer - *When Trains Ruled the Rockies, My Life at the Banff Railway Station, Rocky Mountain Books*

Linda Schwey

President of the CRHA Awards Committee

partners of choice

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



Partners of permanent exhibition *Rail, the Power of Connection*



sound financial health

Year ended March 31, 2021

REVENUES

| | |
|---------------------------------|-------------|
| Visitor spending | \$252,332 |
| Other self-generated revenue | \$131,735 |
| Memberships and donations | \$301,009 |
| Grants from government programs | \$1,367,821 |

\$2,052,897

EXPENSES

| | |
|---------------------------|-----------|
| Museological activities | \$667,646 |
| Operating and maintenance | \$964,057 |
| Amortization | \$56,856 |

\$1,688,559

Excess of revenue over expenses \$364,338

STATEMENT OF FINANCIAL POSITION AT MARCH 31, 2021

ASSETS

| | |
|--------------------------|-------------|
| Current assets | \$1,713,717 |
| Grants receivable | \$379,821 |
| Capital assets | \$5,654,673 |
| Intangible assets | \$6,802 |
| Collections and exhibits | \$1 |

\$7,755,014

LIABILITIES

| | |
|---------------------------------|-------------|
| Current liabilities | \$986,733 |
| Debt and deferred contributions | \$4,580,754 |
| Net assets | \$2,187,527 |

\$7,755,014

BOARD OF DIRECTORS OF THE CRHA

| | |
|--|--|
| President | Robert Robinson |
| President of the CRHA Foundation | C. Stephen Cheasley |
| Vice-presidents | Daniel Laurendeau Peter Murphy |
| Secretary | James Bouchard |
| Treasurer | Robert Nantel |
| Representative - Eastern Divisions | Ron Grant |
| Representative - Central Divisions | Andy Panko |
| Representative - Western Divisions | Bill Walker |
| Representative - City of Delson | Lorraine St.James Lapalme (until 2021) |
| Representative - City of Saint-Constant | Mario Arsenault (until 2021) |
| Members - Directors | Charles De Jean (until 2021) Len Thibeault (until 2021) François Hébert Luc Hamilton Linda Schwey Howard Davidson Fiona Murray |

EXECUTIVE COMMITTEE

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

| | |
|--|--|
| Collections Committee | chaired by Len Thibeault (until 2021) chaired by Daniel Laurendeau (since 2021) |
| Membership Committee (including <i>Canadian Rail</i>) | chaired by Peter Murphy |
| Audit Committee | chaired by Howard Davidson |
| Annual Awards Committee | chaired by Linda Schwey |
| Fundraising Committee | chaired by C. Stephen Cheasley |

MANAGEMENT TEAM

| | |
|---|---------------------------------|
| Executive Director | Nadine Cloutier |
| Collections - Exhibitions - Restoration | Jean-Paul Viaud |
| Collections Registrar | Alexandra Lamoureux |
| Archives - Exhibitions | Mylène Bélanger, Chantal Guérin |
| Volunteer Management and Operations Coordinator | Mathieu Graveline |
| Customer Services, Programming and Education | Maurice Binette |
| Hall Rentals and Film Shooting - Gift Shop - Le Tramway Café | Nicole Gilbert |
| Communications | Bruno Cordellier |
| Accounting | Stéphane Ste-Marie |
| Building and Site Manager | Stéphane Fillion |
| Marketing and Sales | Caroline Lebon |
| Administration | Jacqueline Chiasson |



Coordination: Bruno Cordellier

Text and revision: Permanent team,
C. Stephen Cheasley, Robert Robinson

English Translation: Mark Taylor

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the Canadian Railway Museum



EXPORAIL

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