

EXPORAIL

LE MUSÉE FERROVIAIRE CANADIEN
THE CANADIAN RAILWAY MUSEUM

ANNUAL REPORT 2019-2020







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MESSAGE FROM THE PRESIDENT

FROM THE STRATEGIC PLAN TO THE ARRIVAL OF COVID-19

The purpose of an annual report is to take stock of the activities, achievements and challenges for the most recent financial year, which in this case is the period April 2019 to March 2020. But if I were to confine myself to that year, I would be ignoring the elephant that snuck into the room right at the end of that period, the elephant whose name you know—COVID-19.

My first topic is the one that boards of directors in most institutions spend most of their time on as it is vitally important. That is finding the money needed to fulfill our mission and fund our operations.

Over many years we have assembled a unique and enormous collection of great historical value. This belongs to the Association, and hence its members, but our 900 members do not have the means to pay what it costs to protect it and to preserve it. The strategy that was adopted by the CRHA many years ago to get the money we needed was to create a museum. This allowed us to charge visitors to come and see what we have, and to induce governments to fund our museum as a public benefit.

This strategy has worked well for us. You will see from the financial statements that our revenues of nearly \$2.6m came 37% from our visitors and 41% from governments. Only 22% came from Association members and other private sources.

Our Strategic Plan recognized the need to build a sustainable revenue infrastructure, and we have made some good progress on that. One of the key strategies in the plan is to increase operating revenue from visitors, but the pandemic has unfortunately closed the flow from that tap almost completely. Despite all the protective measures we are taking, many people remained reluctant to go out in public, and of course, tourism this summer has been almost non-existent.

Another key strategy in our revenue plan is to grow the assets of the CRHA Foundation. Although the annual contribution made by the Foundation to the Association is growing fast, it still less than 2.5% of revenues.



Left to right: Robert Robinson, CRHA and Exporail President, Nadine Cloutier, CRHA and Exporail Executive Director, the Honourable Steven Guilbeault, Minister of Canadian Heritage, Alain Therrien, Member of Parliament for La Prairie and Daniel Laurendeau, CRHA and Exporail Vice-President

Left to right: Daniel Laurendeau, CRHA and Exporail Vice-President, Nadine Cloutier, CRHA and Exporail Executive Director, James Bouchard, CRHA Secretary and member of the Board of directors, Danielle McCann, Member for Sanguinet and Minister of Higher Education, C. Stephen Cheasley, President of the CRHA Foundation

That makes our third revenue strategy—getting fundraising into gear under Board leadership—of the utmost importance for our future.

We are working very hard to make sure that our governments know us and recognize our excellence. We have hosted three ministers of Canadian Heritage at EXPORAIL—Mélanie Joly, Pablo Rodriguez and Steven Guilbeault—in the past three years. Our federal MPs have been here too: Jean-Claude Poissant and Alain Therrien, and we continue to be strongly supported by Francis Scarpaleggia. Québec MNA Danielle McCann has visited, Mayors Jean-Claude Boyer of Saint-Constant and Christian Ouellette of Delson have also been here, and we regularly inform them about our activities and plans.

On the corporate side, in the past year we have hosted visits from high-level executives and managers from CP, CN and VIA. CP has supported us by donating rolling stock, most recently the SD40-2, and their corporate archives. They have given our Foundation \$900,000 to support our work on their archives. Because CRHA volunteers aided CN with

Visits from our partners CP, CN
and VIA Rail Canada

Collaboration on CN's 100th anniversary

\$2.6 million in revenues (37% visitors /
41% governments / 22% members)

Continued development of the EXPORAIL site

OUR THREE REVENUE STRATEGIES

Increase operating revenues from visitors

Increase the assets of the
CRHA Foundation

Develop fundraising under the direction
of the Board



2020-2021
SNAPSHOT

Closure of the museum to the public and
drastic drop in revenue due to COVID-19

Visit of the new Minister of Canadian
Heritage, Steven Guilbeault

their beautiful 100th Anniversary coffee table book, CN made a donation to us of \$35,000 in appreciation. They have also given us \$100,000 over four years to aid in the mounting of the new permanent exhibition, and smaller amounts for other projects. Our outreach to VIA has not yet produced financial benefit but the dialogues are encouraging.

We have received some other donations of note for specific projects from private-sector actors. The Heller-Smith Foundation paid for the installation of the public Wi-Fi system, which will enable visitors to use their own phones and tablets all over the site and access content that we are developing. Molson Coors paid for the work to put the *John Molson* boiler back into operating condition. And an anonymous donor has paid for the first-year salaries of two employees—one in administration and one in marketing who will be hired when we can do so safely.

Donations by members are an important part of our revenue too. Members were instrumental in financing the beautiful cosmetic restoration of FP9A locomotive VIA 6309, which now gleams inside our Grand Gallery. Our 2020 campaign to raise \$100,000 is more than half way to its goal. In this year of such constrained revenue, it is even more important than ever that this should be successful.

Another component of our Strategic Plan: further development of the EXPORAIL site. We said we want to announce

a significant project before the end of the three-year plan period, which means within the next year from now. We hired an architect to give structure to our ideas, and she has developed a concept which includes a new reserve building to house rolling stock, and an extension to the Angus Pavilion incorporating new galleries, more reserve space, better visitor facilities, a restoration shop, more function rooms, and other improvements. This will be an exciting major project involving tens of millions of dollars of construction, and we have been selling this opportunity to our government and business partners who are encouraging us to pursue it.

Finally, I want to thank all those who have helped make 2019-2020 a successful year for the CRHA, and who have endured and persevered through the last six months of dealing with our rampaging elephant. Specifically, the professional staff under the wonderful leadership of Nadine Cloutier have accomplished many achievements. Also noteworthy is the tremendous strength of the volunteers. The team at *Canadian Rail* continued to put out the attractive magazine on time despite COVID-19, with a wide range of fascinating and well-researched articles and photos. When the d'Alterio Bridge was condemned, volunteers transformed the old Gzowski Bridge into a safe and attractive entryway while working through the pandemic. The complex set of switching moves involving the majority of the vehicles in the Grand Gallery to suit the new exhi-

bition was accomplished smoothly through the coordinated efforts of the track workers and the running trade volunteers. Train and miniature railway rides were maintained through the year then restarted post-COVID thanks to the engineers and conductors, maintenance personnel and others. The board directors and committee members continued to do effective work on many different files. Volunteers perform a myriad of other tasks of value to us, from guiding visitors to telegraphy demonstrations to site maintenance to model railroading... the list goes on.

To all the staff and all the volunteers I offer a sincere thank you for all you contribute to the Association. I draw inspiration from all of you.

Robert Robinson

President of the Board of Directors,
Canadian Railroad Historical Association



The lobby and the artifact corridor

MESSAGE FROM THE EXECUTIVE DIRECTOR

EXCEPTIONAL SHOWCASING OF OUR COLLECTION

Finalization of the renewal of the permanent exhibition

Installation of theatrical lighting and creation of an immersive exhibition space between the reception area and the museum's Grand Gallery

The MCCQ's (Ministère de la Culture et des Communications du Québec) operating grant increase of 21%

Installation of Wi-Fi thanks to the Heller-Smith Foundation

The financial year ended was certainly that of the collections department. Indeed, we completed the renewal of the permanent exhibition. The project's completion extended beyond March 31, 2020, due to the pandemic forcing Exporail to close. The renewal of the permanent exhibition was a huge undertaking, involving the creation of the new artifacts corridor, the new lighting system, which makes the display of the collection so appealing, the change in some of the vehicles on display, the new interpretive signs, and the revamp of the entrance lobby featuring the Dorchester on its turntable.

We are fortunate to have such supportive government partners to assist EXPORAIL in its mission to develop, preserve and showcase a collection of Canadian railway heritage objects and allow the public to live the railway experience on its site. The Quebec government raised our operating grant by 21% for the next three years, a remarkable increase attributable to the hard work by the staff in demonstrating the professionalism of the museum, leading to its accreditation. The Canadian government has also funded projects for us, and in this pandemic season has ridden to the rescue with various

programs designed to compensate for the huge decline in our visitor revenues.

Our archives are growing fast and becoming better organized and more accessible online, as well as gaining increased exposure thanks to the new archival exhibition on the mezzanine. In addition to the contribution to the 100th anniversary book produced by CN, the Exporail team was called upon to participate in projects in other municipalities in the Montégérie region. The City of Delson reached out for our expertise and equipment for their centennial park on which they built a section of track. Exporail was one of the main collaborators with the MRC de Beauharnois-Salaberry for a bike path rest area project on the site of Sainte-Martine's former train station. We contributed to the research, iconography, validation of texts and by donating surplus railway equipment for the site's development.

For 2019-2020, in a year that saw an increase in the various construction sites as well as the work on the renewal of the permanent exhibition, we nevertheless welcomed 65,717

visitors—a drop of 6.5% compared to the previous year. On top of this, our meeting rooms also hosted users, including attendees at organization events. Then COVID-19 came at the end of the financial year and upset our schedule...

Communication strategies using social media are reaching more people than ever, and have kept people in touch with the museum during the closure period.

The staff are getting more creative all the time in searching out and applying for grants to aid our progress in various areas, including the archives, communications, programming, operations and conservation.

We have again received compliments from our financial auditors for the completeness of our accounting. Until COVID struck, our rental space business was profitable and expanding, and our outreach to schools had produced more demand for group visits than we could handle. Operations and building maintenance are continuing to improve.

In sum, the teamwork and dedication of the permanent staff continue to pay off in growth, success, and most importantly, visitor satisfaction.

As part of the strategic plan, a working group reviewed the collection of rail vehicles and produced a report detailing their condition and restoration costs. We ran a program of visits in francization and for people with autism spectrum disorders. We concluded an agreement with Université de Montréal's Master's program in Museum Studies involving the hiring of a student during the 2020 summer season to develop the «Motorman for a Day» and «Vélo-rail» activities. The acquisition and installation of a locomotive simulator adds to the experience and is a unique attraction in Quebec.

A working group was formed to address one of our strategic plan's critical success factors—the active recruitment of volunteers. This group's work included identifying critical positions to be filled, developing a recruitment plan, writing job description sheets and developing communication tools. The campaign launch was interrupted by the pandemic. We also started reviewing the volunteer policy. New tools to welcome and support new volunteers are still under development.

We successfully applied for federal funding to hire a university Museum Studies intern in the fall of 2020. The student will work on boosting senior visitor numbers. We also received a generous donation from the Heller-Smith Foundation for the installation of Wi-Fi throughout the Angus Pavilion and the entire museum site, offering multiple possibilities in terms of communication, education and museology.

We had proceeded to recruit a person responsible for marketing, but March's lockdown prevented us from confirming the candidate and starting the position.

I would like to extend my warmest thanks to the volunteers who so generously gave their time in all areas of Exporail's operations and to the employees who worked tirelessly to deliver the projects and showed great creativity in bringing the museum to life virtually. I would like to acknowledge their resilience and great professionalism during the lockdown and reopening of the museum in accomplishing their work in spite of the difficult conditions and frequent disruptions caused by the pandemic.

Nadine Cloutier
Executive Director



Adapting and innovating
in times of pandemic

Being proactive in the face
of declining revenues

The panoramic observation dome-car VIA Sibley Park and the passenger car CN63 Canada

COVID-19 SPECIAL

2020 TIMELINE OF EVENTS AT EXPORAIL

MARCH 17: EXPORAIL CLOSURE

The administrative team begins working remotely.



MARCH 26: LAUNCH OF ONLINE CAMPAIGN ON SOCIAL MEDIA

To continue bringing EXPORAIL to life virtually, we posted a variety of content on EXPORAIL's social media networks (Facebook, Instagram and Twitter) with the hashtag #EXPORAILathome. Internet users looking for an escape were able to learn more about railway vehicles, archives and artifact collections thanks to videos of railway journeys made as part of the renewal of the permanent exhibition, images from our accredited Archives Centre, posts from the museum curator, photo competitions and videos featuring a few friendly and dedicated volunteers as part of volunteer week, as well as other video clips and the documentary «Creating a Major Exhibition: Behind the Scenes.»

MARCH 16 – JUNE 26, 2020:

Facebook friends on March 16	7,088
Facebook friends on June 26	7,232
Increase (16/03–26/06)	+2%
Posts	87
Average reach (organic) people	1,804
Interactions	6,814



MAY 22 - JUNE 26:

PREPARATION FOR REOPENING EXPORAIL TO THE PUBLIC

Faced with the current health crisis, EXPORAIL took a series of preventive measures to ensure that the entire interpretation team could welcome visitors in a pleasant and safe environment. One of the objectives was to minimize waiting time at the entrance and control visitor numbers on site. It was also necessary to ensure that visitors could reserve their tickets for a specific date and time via the online ticketing system on the museum's website.



JUNE 26:

REOPENING OF EXPORAIL WITH THE NEW PERMANENT EXHIBITION AND NEW HYGIENE MEASURES



Implementation of health measures at Exporail



The 2020 animation team



**OUR COLLECTION
IN A NEW LIGHT!**

The artifact corridor



EX W 10 - 5 H 13 - 6
EW 9 - 2 H 14 - 5
IL 40 - 6
IW 9 - 2
IH 10 - 6
CU FT 3820

BLT. R - 3R

HKPP 04
AN 02

Lettering on the box car
CPR 295544

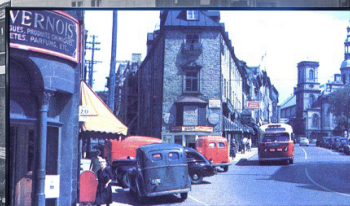
To create a «wow factor» among visitors and introduce the new permanent exhibition, we created a new immersive zone between the museum’s welcoming desk and the Grand Gallery. This zone reflects the current issues facing our society—one which is mobile, increasingly urbanized, globalized and environmentally aware. It superbly showcases the world of yesteryear’s railway workers. The public can now admire over 400 railway artifacts and view stunning archival images on screens. The artifacts were carefully prepared, reconditioned and installed in the new immersive corridor to demonstrate the variety of our collection. Items included uniforms, tools, station signs, instruments, flags, models, as well as a range of archives, posters and representative illustrations.

We also loaned some artifacts to other institutions, similar to the temporary travelling exhibition that we created, Macredie—Works of Art, which was borrowed by the Maison Le Pailleur in Châteauguay in 2019.

The cosmetic restoration of three new vehicles on display in the Great Gallery was completed. These are the diesel-electric locomotive VIA 6309, the VIA Sibley Park dome car and the CP 295544 automobile box car. It should be noted that the CP automobile box car sports the «Spans the World» logo. The lighting for the MR-63 Metro car was also completed. With the exception of the bodywork and painting of the automobile box car and the locomotive VIA 6309, all other tasks performed on these vehicles were carried out by our volunteers who never cease to amaze us with their many talents.

TO VICTORIA AVE
ST. CATHERINE

TRAMWAYS
STOP HERE ARRÊTENT ICI
8:00 - 9:00
2:00 - 3:00



MANDATS D'ARGENT
MONEY ORDERS



The artifact corridor

Report produced on the condition of the rolling stock collection

300 artifacts prepared, reconditioned and installed in the new immersive corridor

Restoration of three new vehicles exhibited in the Grand Gallery

Canadian Heritage grant for the reorganization of reserves, particularly artifacts

We received a grant from Canadian Heritage to reorganize the reserves, particularly the artifact reserves upstairs, to make better use of the space and accommodate paid visits by small groups. In 2019, 14 donations comprising 104 objects were received.

As agreed and in accordance with the strategic plan, a report on the audit of the rolling stock collection was completed to determine its condition, make recommendations to the Board of Directors and evaluate future priorities and needs.



**2020-2021
SNAPSHOT**

Preparation of an exhibition on model trains for Pointe-à-Callière Museum in Montreal, including over 350 artifacts

Continuation of collections audit

Reorganization of reserves

FUTURE-PROOFING ARCHIVE MANAGEMENT



During the 2019–2020 fiscal year, the CRHA's accredited private Archives and Documentation Centre received \$30,986 from Bibliothèque et Archives nationales du Québec (BAnQ) for its operations. Its accreditation was also renewed for another two-year period. The Centre received assistance from the CRHA Foundation deriving from donations by CP to the N.R. Crump Endowment Fund, which was set up for archival support. A \$5,000 grant was also received from BAnQ as part of the Financial Assistance for Archival Processing Program to process a batch of the Canadian Pacific Railway Company fonds documents relating to Quebec history in accordance with the Rules for Archival Description.

Documents processed in this project:

- Text documents: 6,716 linear metres
- Cartographic documents: 1,143 items
- Iconographic documents: 150 items

A total of 71 units of description were also created or modified and uploaded to our online database. A Young Canada Works grant of \$9,148 enabled the hiring of an archival intern who processed an archival fonds, the Engelmann Fonds, inventoried, relocated and applied preventive conservation methods to a total of 1,338 CN plans and technical drawings, and set up a temporary exhibition for the Archives and Documentation Centre.

To future-proof archival management, the archivist conducted an initial comparative analysis of various software packages available, including contacting various users for feedback. She also updated the

Centre's pricing policy and donation contract and developed an acquisition policy for the Centre.

We obtained a grant from Library and Archives Canada (Documentary Heritage Communities Program) of \$41,598 for the identification, preservation, description and digital dissemination of nitrate and acetate negatives. By the project's end, we had sorted 21,637 negatives from an estimated 28,000 contained in the Canadian Pacific Railway Company Fonds. A total of 5,812 negatives (out of 4,450 initially estimated) were processed and packaged according to the prescribed method. All of the negatives among the identified documents were digitized, with 5,785 of these added to our online database.

Nine volunteers assisted the Archives Centre during the year.

To create or expand 10 fonds and six collections, the Archives and Documentation Centre acquired:

- Text documents: 2.92 linear metres
- Iconographic documents: 20,612 items
- Maps and plans: 126 items
- Born-digital documents: 19.6 MB
- Books, booklets, manuals and magazines added to the Documentation Centre: 944 items

In addition, the Centre processed:

- Text documents: 2.19 linear metres
- Iconographic documents: 42,252 items
- Maps and plans: 64 items
- Sound recordings: 750 hours
- Moving images: 1,500 hours



- Born-digital documents: 19.6 MB
- Digital images: 13,367 items, including the digitization of photos from CRHA's archival fonds for the renewal of the permanent exhibition and the setting up of the temporary exhibition at the CRHA Archives and Documentation Centre

All of this material is from 44 fonds and 29 collections in the CRHA archives.

The Archives and Documentation Centre also continued its strong focus on creating visibility:

- Creation of a brand new temporary exhibition on the mezzanine, featuring 143 archival documents from 20 fonds and 18 different collections
- Contribution to 1 conference, 9 exhibitions and 15 publications of various kinds, as well as 2 film productions through issuing licenses for rights of use of the CRHA archives
- 43 researchers welcomed on site
- 12 guided visits of the Centre, totalling 65 participants
- 296 research requests
- Participation in the Canadian Rail magazine by supplying images from the archives
- 141 Facebook, Instagram and Twitter posts

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's archival fonds for the renewal of the permanent exhibition

Creation of a temporary exhibition created for the Archives and Documentation Centre

Comparative analysis and review of the Archives and Documentation Centre's pricing policy



2020–2021 SNAPSHOT

\$12,000 grant from BAnQ (Financial Assistance for Archival Processing Program) for the sorting, classification, description and physical processing of a large batch of documents contained in the Canadian Railroad Historical Association fonds

Multi-year grant from Library and Archives Canada (Documentary Heritage Communities Program) of \$68,226 over two years for the preservation, description and digital dissemination of Joseph W. Heckman's photo albums contained in the Canadian Pacific Railway Company fonds. The project aims to enhance the preservation of these albums to high archival standards and describe and digitize them using appropriate equipment to ensure their preservation. This will ensure improved accessibility and visibility of the albums. We will be able to share these images with the public and use them in a variety of outreach projects. This meets a need in terms of research requests.

Uploading of archives on Flickr as part of the project *Les hôtels ferroviaires canadiens!* (Canadian Railway Hotels!)

Collaboration on the exhibition *A Railroad to Dreams* at Pointe-à-Callière, Montréal Archeology and History Complex

IMMERSING THE PUBLIC IN THE RAILWAY

ENVIRONMENT: OUR EDUCATIONAL MISSION



Railcar CN 15824

Celebration of CN's 100th anniversary

The grand return of the
John Molson locomotive

Third best year in terms of museum
group attendance



2020-2021 SNAPSHOT

Activities and visits during
the pandemic

Exploring new avenues for public
knowledge and well-being

The museum's collection was once again in the spotlight in the programming for 2019-2020. EXPORAIL celebrated CN's centennial year, with visitors, railway enthusiasts and families able to learn more about this great Canadian railway company. There were guided and animated tours of four historic CN vehicles during the summer, with these events remaining as popular and successful as ever. In addition, the John Molson steam engine was once again back on the museum's tracks. This locomotive has been operating on site for over 50 years and underwent major restoration work this past year thanks to financial assistance from the Molson Coors Beverage Company. These are just a few examples of the immersive railway experience our visitors enjoyed throughout the year.

With the renewal of the permanent exhibition, visitors benefitted from 11 special activities and a temporary exhibition during the year. These included:

- To mark the 100th anniversary of the founding of CN in 2019, Exporail hosted an exhibition highlighting CN's long history through a number of informative panels. Special days were staged at the museum with themed tours of CN vehicles: *CN's Stars*, held over four Sundays in summer during which visitors had access one of the following flagship CN vehicles in the collection: Canada Car, self-propelled locomotive 15824, Rotary Snow Plow and steam locomotive 5702
- *A Great Passion for Model Trains* brought together some 20-odd model train exhibitors
- *Railroad Day: Full Steam Ahead*, celebrating the return of the *John Molson* steam engine with a Steampunk

theme. As part of this celebration, EXPORAIL presented various models of the DeLorean automobile, including a replica of the one that starred in *Back to the Future III*. The DeLorean even joined the *John Molson* locomotive on the tracks!

- Thematic activities with the traditional creative installations for Halloween and the holiday season: *Railway Ghosts* and *Railway Christmas*, with paid train rides
- The temporary exhibition, *Macredie—Works of Art*, produced in 2012–2013, was again presented at EXPORAIL from February 1 to May 31, 2019, and then as a travelling exhibition at Maison Le Pailleur in Châteauguay

This year, EXPORAIL again offered access to its exhibitions for 12 days on the first Sunday of each month as part of the free Sunday initiative of the Ministère de la Culture et des Communications du Québec (MCCQ).

For the first time, visitors were asked to pay for rides on the tramway, the miniature railway and the passenger train. The enormous success of these free days, which are financially compensated by the MCCQ, cannot be understated: 13,178 visitors attended EXPORAIL from April 2019 to March 2020 during these free Sundays. In 2019–2020, the museum welcomed 178 groups for a total of 8,863 visitors, 79% of which were groups of children and teenagers. This was the third best year in terms of group attendance at the museum. This increase is partly due to the policy implemented by the Ministère de l'Éducation du Québec, which provided grants to schools to enable them to take cultural field trips in Quebec.

For a second year, EXPORAIL conducted a survey of its summer clientele in collaboration with the Société des musées québécois to determine where visitors are from and gauge their satisfaction.

Rail Simulations Inc. donated a simulator for operating a diesel-electric locomotive to the CRHA. Requiring supervision and a participation fee, this new addition offers an immersive technological experience that fits perfectly with the times.



Locomotive simulator



The Animation Team (2019-2020)

ECHOES OF EXPORAIL

The renewal of the permanent exhibition dominated our communications for 2019-2020. The old slogan *Awaken Your Inner Child* was replaced by *Track to Discovery*, which is more in keeping with the progressive themes of the permanent exhibition.

To help promote the new permanent exhibition, a team of professionals produced a documentary on its preparation and nine short videos, including a promotional video *Track to Discovery*. All of the videos were bilingual and of high production quality.

EXPORAIL again received widespread coverage across various media, including television, radio, print, Internet and social media.

In terms of print media, there was a three-page article devoted to the *Museum in Rail Passion (Groupe la Vie du rail)* and two pages in the Culture section of the *Montreal Gazette*.

Our media plan again included a television campaign on a major French-language channel this year. Due to the need to diversify our target audience and share information with the English-speaking community, we selected RDI and CBC (Radio-Canada) to broadcast our promotional clips. We also renewed our agreement with Bell Media for a radio campaign on Boom FM.

EXPORAIL was once again well referenced with a series of mentions and advertisements in the publications and on the websites of our key partners in the tourism industry, including the Société des Attractions touristiques du Québec (Quebec Vacation Guide), Tourisme Montréal, Tourisme Montérégie, CAA Québec and Passeportvacances.com. An advertisement aimed at train passengers in New York State's Amtrak network was produced for the magazine *New York by Rail*.

Specialized family websites targeting our main clientele were not forgotten, namely *Montréal pour enfants*, *Maman pour la vie* and *Montreal Families*.

We also made sure to promote the museum at model train exhibitions and among tour operators at trade shows such as Bienvenue Québec.

The major tourism distribution networks ensured the distribution of 45,000 flyers in the main attractions of Greater Montreal area, hotels, restaurants, cafés and grocery stores.

The growth in visibility in recent years has largely been driven through social media, which is why we increased our low-cost sponsored posts on Facebook and Instagram (see Social media by the numbers).

Website referencing and keyword campaigns in search engines are an integral part of the communications strategy and inspired the move to a new digital publishing platform for our website, EXPORAIL.org. Its pages will be frequently updated and configured for optimal web search results.

Creation of a new visual identity and change of slogan:
Track to Discovery

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

Production of eight new video clips to promote the new permanent exhibition and one new promotional clip

New visual identity for the quarterly newsletter for the general public and media

New digital publishing platform for our website

Le musée Exporail fête les 100 ans du Canadien national

Le musée Exporail de Saint-Constant célèbre les 100 ans du Canadien national, l'une des deux compagnies du pays. L'occasion de découvrir un site exceptionnel consacré à la préservation du patrimoine ferroviaire canadien.

TEXTE ET PHOTOS DE PUBLIHEC-ENRICO ATTAL

Article pour un Français de non comprise comment fonctionnent les chemins de fer du Canada. À première vue, le train est un mode de transport à l'industrialisme québécois. Pour se rendre de Montréal à Québec ou Toronto, vous avez pris le train qui dure le trajet en 3 et 4 heures. La meilleure solution est même l'avion, qui malgré des tarifs élevés est souvent plus efficace. Pourtant, il n'y a que 200 km de Montréal à Québec et 600 km jusqu'à Toronto. Au Québec, c'est la distance idéale pour le train. Durant, c'est une

estrie, exploitée par Via Rail l'entreprise publique en charge du transport des voyageurs. Il est totalement délaissé par ses concurrents. Depuis Montréal, il faut entre 3 heures 20 et 4 heures 45 pour rejoindre Québec. Pour Toronto, c'est encore plus, de 6 heures pour le train le plus rapide, jusqu'à 7 heures 30 voire 8 heures pour certains horaires. La moyenne générale des compagnies de voyageurs est de 7 à 8 heures pour un trajet de 2000 km. C'est d'autant plus étonnant que le pays est traversé de toutes parts de voies ferrées et que le train d'une manière générale se porte très bien. Selon le réseau, la compagnie n'est pas loin de ses concurrents. En fait, les voies des deux grands, Canadien pacifique et Canadien national, des compagnies privées qui concurrencent leur activité sur le fret. Les trains de voyageurs ne sont pas priorisés à la faveur des sections générales du réseau. Au Québec, le train permet un plan de développement de l'ÉTF dans à grande fréquence sur le chemin Québec - Montréal.

Le 1902, un moment de passage à l'échelle pour le Canadien national. Le 19 septembre 2019.



DESIGNER: ENRICO ATTAL

EXPLOREZ

— de —

nouvelles voies



Saint-Constant | Delson exporail.org



2020-2021
SNAPSHOT

Interactive social media content during COVID-19 with #EXPORAILathome

New signage for the reopening of the Museum

Crisis management and communications during the pandemic



SOCIAL MEDIA BY THE NUMBERS

2019 vs. 2018	Facebook	Instagram	Twitter
April 1 2018 – March 31 2019	5,882	1,208	2,346
April 1 2019 – March 31 2020	7,100	1,700	2,400
Variation	+20,7%	+40,7%	+2,3%

STEADILY INCREASING VOLUNTEER COMMITMENT

Our passionate volunteers play an integral role in executing our mission and action plan. They continue to be involved in all spheres of the museum's activities, including the railway operations for the renewal of the permanent exhibition. This unique railway experience offered on site sets EXPORAIL apart from other museums.

During the 2019-2020 fiscal year, 148 volunteers contributed to EXPORAIL's activities, with 15 new volunteers joining the team. Volunteers perform a number of duties at EXPORAIL ranging from interpretation to track maintenance, not to mention administrative support. Volunteers donated 26,290 hours of their time in 2019! Our volunteers' railway expertise helps broaden the offer of activities at the museum through telegraphy demonstrations, maintenance of the model train system, and operation of the passenger train and tramway. Their skills are also put to good use through their participation on various committees that support the museum's management and operations.

Volunteers are one of the six critical success factors in the 2018-2021 three-year strategic plan. To achieve our objectives, a volunteer working group was formed to implement a recruitment strategy and develop management tools.

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

- CPR automobile box car 295544
- VIA diesel-electric locomotive 6309
- VIA Sibley Park dome-observation car



The team of volunteers in 2020

148 volunteers supporting the museum's operations and administration

26,290 hours donated by volunteers in 2019!

Return of the *John Molson* steam engine

Formation of a working group on volunteer succession



The Volunteers and the John Molson Steam Locomotive

Achievements by volunteers in 2019–20 include:

- The John Molson steam engine returned to the tracks in September as part of Railroad Day, with 3 other demonstration days offered
- Engineers operated the MTC 1959 during 126 days, providing 2,496 trips for our visitors
- The passenger train ran during 33 days, three of which were for the Christmas Train which welcomed 1,137 passengers over 12 trips
- The track maintenance team logged over 1,000 hours of work while repairing track 00



2020-2021
SNAPSHOT

Ongoing restoration work on vehicles recently moved to the Grand Gallery

Implementation of a recruitment campaign



With its products and clothing sporting the EXPORAIL logo and its railway-themed books, souvenirs and toys, the Gift Shop recorded sales of \$135,538. An online shop is also currently under development.

Le Tramway Café was open for 78 days, during which time the museum welcomed 31,574 visitors. Again this year, volunteers greatly contributed to Café operations, including serving customers. We are evaluating the possibility of offering an independent mini-market instead of the Café's usual service. Unfortunately, the pandemic did not allow Le Tramway Café to open for the 2020 summer season as planned.

EXPORAIL's impressive collection of rolling stock and exceptional site once again attracted production teams who shot footage for two feature films and reserved eight days at the museum for commercial photo shoots.

In terms of space rentals for businesses and individuals, 111 days were reserved, including more than 20 by the City of Saint-Constant. Some rental reservations were either cancelled or postponed following the museum's closure due to the pandemic.

To better serve rental space users, we made technological improvements to the rooms.

ADDITIONAL SERVICE

OFFERINGS



Our meeting rooms for events

111 reserved days of space rental for businesses and individuals

78 days of service for Le Tramway Café, during which time the museum welcomed 31,574 visitors

Two feature films and eight days of commercial photo shoots



**2020-2021
SNAPSHOT**

Development and implementation of an online shop

Space rentals during the pandemic

FUNDRAISING ACTIVITIES FOR CRHA AND THE FOUNDATION

The CRHA Foundation donated
\$54,103 to the CRHA

The CRHA fundraising committee
raised \$255,708



2020-2021
SNAPSHOT

Ongoing member fundraising
campaign

Development of new financing projects
targeting the general public

During the last fiscal year, the CRHA fundraising committee raised \$255,708, as follows:

- \$73,450 from the 2019-20 CRHA membership campaign
- \$14,965 for the restoration of VIA 6309
- \$15,000 from CP
- \$85,000 from CN
- \$35,000 from the Heller-Smith Foundation
- \$27,000 anonymous
- \$5,293 from the donation boxes at Exporail

I am very pleased that the 18-month VIA 6309 fundraising campaign, which is now closed, brought in a total of \$47,089 from 117 donors, greatly exceeding our objective of \$34,000. Thank you to all who donated to this fundraising campaign. In addition, the CRHA Foundation donated \$54,103 to the CRHA during the last fiscal year.

The CRHA Foundation had another successful year in 2019-20. During the year, the Foundation received \$50,000 from the CRHA to establish the CRHA

Members Endowment fund, and \$200,000 from CP to add to the N.R Crump Endowment Fund. The total value of the assets in the CRHA Foundation at March 31, 2020, amounted to \$1,972,090. The total value of the assets in the Foundation as at July 31, 2020, was \$2,608,325 thanks to a matching donation from Quebec of \$361,450 and an increase in the value of the investment portfolio of the Foundation following the fiscal year end.

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 valuable support of the Foundation.

C. Stephen Cheasley

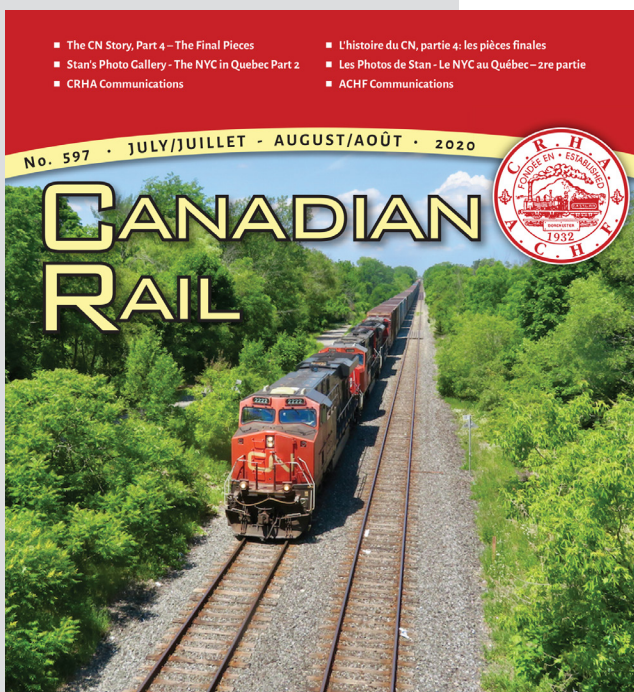
President of the CRHA Foundation and Chair of the CRHA Fundraising committee



The locomotive Via 6309

PUBLICATIONS AND

MEMBER SERVICES



- The CN Story, Part 4 – The Final Pieces
- Stan's Photo Gallery - The NYC in Quebec Part 2
- CRHA Communications
- L'histoire du CN, partie 4: les pièces finales
- Les Photos de Stan - Le NYC au Québec - 2re partie
- ACHF Communications

1919



2019

Canadian Rail

The fiscal year ended with the arrival of the pandemic and this had an immediate impact on our sales in hobby stores and then on accessibility to the various archives we use.

Our efforts to make our magazine almost entirely bilingual were successful thanks to our volunteer translators. The team was saddened by the sudden passing of Bernard-André Genest. Lorence Toutant came on board as a new volunteer translator and we are always looking for volunteer translators to support us in our work.

In fiscal 2019, we published six issues of *Canadian Rail*, for a total of 331 pages of quality articles on a range of topics showcasing the history of Canadian railways from coast to coast. One of the highlights was Doug Smith's debut editorial work, including a five-part feature article on CN's 100th anniversary. All of this would not have been possible without the help of our dedicated team of volunteers.

Approximately 4,441 volunteer hours were dedicated to the completion of *Canadian Rail* in 2019, with each issue requiring the input of the archivist and Exporail's communications manager.

This year, we received our seventh recurring grant from Canadian Heritage in the amount of \$13,660.

Services aux membres

It is through the hard work of volunteers that member services are provided.

In 2019, we made a sustained effort to gain new members, with preferential rates offered to new members at railway trade shows we attended across Canada. There were approximately 900 members in good standing at the end of the fiscal year. We are always in need of new members and will continue to promote CRHA membership in 2021 to safeguard our future.

M. Peter Murphy / Douglas N. W. Smith
Co-editors

RECOGNITION AWARDS

With 2020 not going as planned, we decided to extend the deadline for nominations to September 30, 2020. As a result, we have not been able to name our winners.

We do, however, have an award announcement to make.

The entire EXPORAIL and Canadian Railroad Historical Association (CRHA) team is delighted to announce that its volunteers won the Canadian Museums Association's **2020 Museum Volunteer Award**. 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.

Winning an award of this kind is especially rewarding for our volunteers. In fact, every award won by EXPORAIL instills the same sense of pride due to the huge amount of work our volunteers put in to achieve it.

To recognize our achievement in winning the CMA and CFFM Volunteer Award for 2020, the Quebec National Assembly sent us a certificate of congratulations from our MNA, the Minister of Higher Education, Danielle McCann.

Linda Schwey

President of the Exporail Awards Committee



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, the Canadian Railroad Historical Association Foundation (CRHA), CN, Canadian Pacific, VIA Rail Canada, Molson Coors Beverage Company, Emploi-Québec Montérégie, Municipalité régionale de comté (MRC) de Roussillon, EXO, the Société de transport de Montréal (STM), the YMCA of Greater Toronto, the Société des musées du Québec and the Canadian Museums Association.



OUR FINANCIAL HEALTH

YEAR ENDED
MARCH 31, 2020

REVENUES

Visitor spending	\$ 753,803
Other self-generated revenue	192,579
Memberships and donations	468,252
Grants from government programs	1,159,378
	<hr/>
	2,574,012

EXPENSES

Museological activities	\$ 1,269,374
Operating and maintenance	1,329,839
Transfer to CRHA Foundation	50,000
Amortization	61,980
	<hr/>
	2,711,193

Excess (deficiency) of revenue over expenses	\$ (137,181)
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STATEMENT OF FINANCIAL POSITION AT MARCH 31, 2020

ASSETS

Current assets	\$ 1,230,436
Grants receivable	639,765
Capital assets	5,895,168
Intangible assets	9,717
Collections and exhibits	1
	<hr/>
	\$ 7,775,087

LIABILITIES

Current liabilities	\$ 964,645
Debt and deferred contributions	4,987,253
Net assets	1,823,189
	<hr/>
	\$ 7,775,087





BAF

BOARD OF DIRECTORS OF THE CRHA

President	Robert Robinson
President of ACHF Foundation	C. Stephen Cheasley
Vice-presidents	Daniel Laurendeau Peter 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 (jusqu'en 2020) Charles De Jean François Hébert Len Thibeault Luc Hamilton Linda Schwey Howard Davidson (à compter de 2020-2021)

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 Canadian Rail)	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
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 - Café Le Tramway	Nicole Gilbert
Communications	Bruno Cordellier
Accounting	Stéphane Ste-Marie
Buildings and Site Manager	Stéphane Fillion



Coordination : Bruno Cordellier

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

English Translation : Mark Taylor

Graphic Design : Roxane Groleau

Photos : Denis Germain and EXPORAIL,
the Canadian Railway Museum



EXPORAIL, THE CANADIAN RAILWAY MUSEUM

110 Saint-Pierre Street
Saint-Constant (Quebec) J5A 1G7
Phone: 450 638-1522
Fax: 450 638-1563

exporail.org