

EXPORAIL

LE MUSÉE FERROVIAIRE CANADIEN
THE CANADIAN RAILWAY MUSEUM



ANNUAL REPORT

2021-2022



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message from president



I am happy to say that the COVID-19 pandemic is no longer the main topic. It has been a difficult couple of years, but we now hope that the worst is behind us and that we will be able to function at a near “normal” pace, whatever that means these days.

BOARD OF DIRECTORS

Your Board of Directors met seven times during the 2021-2022 year and is actively engaged in governing the Association directly and through its committees. New Board members this year are Fiona Murray, elected at last year’s meeting, Natalia Zuluaga and Jean-Michel Pepin, who are City Councillors appointed by Saint-Constant and Delson. The administrator Luc Hamilton retired from the Board of Directors.

Our current strategic plan has come to an end, having led to many improvements in our operations, despite all the challenges of the pandemic. The Board of Directors has commissioned a new strategic plan to guide our actions over the next three years and the committee led by Director François Hébert has completed a draft plan after numerous consultations and meetings.

FINANCES AND OPERATIONS

You can see from the audited financial statements that we have had a surplus for the second year in a row. The total surplus is over half a million dollars for the past two years. These surpluses are largely the result of strong fundraising, as well as special government grants received at a time when we were drastically reducing our expenses due to the pandemic. As a result, we are now in a good financial position to tackle the backlog of deferred projects, maintenance and necessary investments.

We expect to have a deficit this year to catch up.

From an operational standpoint, Exporail had nearly 51,000 visitors last year. That is 23% less than the pre-COVID 2019-2020 year (which was our best year), but of course much more than the 2020-2021 year during which the museum was closed for more than half the year. The first quarter of the current year shows a nice rebound, although not quite to the pre-pandemic level yet.

Since so much of CRHA’s revenue - nearly 40% - comes from the Quebec government, we strive to show the government that its money is being spent effectively.

We have been able to do this through our close relationships with the officials responsible for our file, but also by contacting politicians and their assistants directly. Last year, we received visits from four Quebec ministers - Culture, Tourism, Energy, Health - to whom we were able to show the museum.

Our Executive Director, Nadine Cloutier, is now President of the Board of Directors of Tourisme Montérégie, which allows her to promote Exporail’s interests in the regional tourism industry. She is also leading an effort to have Exporail recognized as deserving of financial assistance from the Communauté métropolitaine de Montréal, which includes the 82 municipalities in the Greater Montreal area.

COLLECTION

The Collections Committee, chaired by Director and Vice President Daniel Laurendeau, reviews and recommends additions and deletions to our collection of vehicles, small objects and archives.

This year, the committee was enriched with new members: Sylvain Bissonnette, Bill Linley, and Larry McNally. Meetings are now held virtually as two members of the committee do not reside in Montreal.

We will eventually take possession of an MR-90 commuter car donated by EXO to add to the collection, which is now the only preserved specimen as the rest of the fleet has been scrapped. We are also pursuing the acquisition of a cylindrical grain hopper car from Transport Canada; these are currently being retired from service.

We sold the TSR 24 streetcar to the Edmonton Radial Railway Society for two dollars and it had been leased to them for many years. THE ERRS has carried out a remarkable restoration of this tramway and will be the ideal owner.

Caboose NJ 34 was also removed from the collection and was to be displayed by the City of Delson in a local park. However, the City of Delson was unable to move forward with this project due to financial constraints.

An ad hoc committee led by Administrator François Hébert has conducted extensive research and deliberations to compile an evaluation hierarchy for our rolling stock collection. This will assist us in making future decisions about the priority of different vehicles for restoration projects and the eventual removal of low value items from the collection.

Regarding the restoration of vehicles, volunteers have made excellent progress in rebuilding the body and repainting the AMT 827 commuter car and began restoring the interior of VIA Rail Canada's Sibley Park observation dome car.

The latter is funded by the campaign led by the fundraising committee headed by its Chair, C. Stephen Cheasley. For the first time, we held a vote among campaign donors and they chose steam locomotive CP 5935 for restoration. Steam locomotive CN 6153 is also on the list for restoration.

A project to reorganize our small object storage was completed, partially funded by a grant from Canadian Heritage. This project involved the installation of high-density mobile shelving units and increased the capacity of our reserves by over 50% in the same space.

Our archives continue to grow with the addition of several large donations. The archive is unfortunately short of space and additional temporary storage space has been rented.

CANADIAN RAIL MAGAZINE

Co-editors Peter Murphy and Doug Smith continue to publish this excellent magazine six times a year. The magazine not only documents the history of Canadian railroads, but also brings news of divisions and other heritage railroad operations to CRHA members across the country. The demands on co-editors are high, so we will be actively seeking editorial assistance in the coming year.

Although most of the content of the magazine has been presented in both official languages for many years now, it was only this year that the title of the magazine itself became bilingual. The title is an important step in the perception of the CRHA as a truly national organization.

EXPORAIL

Of course, Exporail is the main project of the CRHA and takes up most of its time and resources. Nadine Cloutier, who leads the team of Exporail staff and volunteers, will present the year's activities and accomplishments.

It should be noted, however, that we have received the feasibility study for our Exporail expansion project from the Lord Cultural Resources, the leading museum consulting firm from Toronto. This study is full of good ideas to help us build our future, and a CRHA Development Committee has been formed to chart the way forward. This is a multi-million-dollar project that will take several years to plan, finance, and build and will require contributions from the governments of Quebec and Canada.

CONCLUSION

Now that COVID seems to be finally behind us, we can move forward with actions to ensure that the CRHA remains the pre-eminent force for railway heritage in Canada. This is an exciting time to be involved in this valuable work. I thank all members, volunteers and staff that contribute greatly to this excellent organization.

Robert Robinson,
CRHA President

message from the executive director

Overview of Fiscal Year 2021-2022



The year we are reviewing is the 2nd year marked by the pandemic, but with the expectation that health restrictions will no longer be in effect in 2022-2023. CRHA has complied with the health restrictions limiting the number of visitors, but despite this, we have still achieved some interesting results. We have not yet caught up to the results related to attendance in FY 2019-2020. We hope to be able to do so at the end of the next strategic plan. We had nearly 51,000 visitors compared to 14,700 in 2020-2021 and 65,700 in 2019-2020.

We are pleased to see the return of groups, especially school groups. We have double the number of groups compared to the 2020-2021 year, but we are at 60% of the 2019-2020 result.

The actions in our marketing plan and strategic planning will be important to make up for lost ground.

However, despite the health restrictions we complied with in 2021-2022, we performed well in visitor revenue (admissions, rides and sales at the store) compared to 2019-2020 with a 9% increase, which is a bit over \$64,000.

We continue to participate in the "First Sunday of the Month Free Access Measure" subsidized by the MCCQ which allows the museum to expand its accessibility in exchange for financial compensation. I would like to highlight the important support of the MCCQ who also disbursed a "COVID" grant, as did the Department of Canadian Heritage, to support us.

Our revenues, before depreciation, are \$2,457,738, of which \$1,337,884 is self-generated revenue and donations, \$845,693 in grants, and \$274,161 in COVID-19 pandemic grants. Our expenses amounted to \$2,338,525 before depreciation.

I would like to thank our main partners who contribute to the functioning of our organization: the MCCQ as well as the cities of Delson and Saint-Constant for their unfailing support year after year. In this election year, we are waiting for the confirmation of their contribution amounts. We are hoping for an increase in this important grant to support our mandate and help us achieve our strategic planning. The year 2023 will be the year of the renewal of Exporail's accreditation as an accredited museum institution by the Quebec government.

PUBLIC EXPERIENCE AND EDUCATION

We offered educational and event programming in celebration of Exporail's 60th anniversary. We held an anniversary event on July 21 with important dignitaries: elected officials, railroad representatives, and participants from the regional tourist and cultural milieu. Visitors were able to participate in signature activities in a museum decorated for Halloween and Christmas. In fact, we sold a record number of tickets for the Christmas train. For the first time, we used the gallery car given to the Association by EXO as a tool for our activities. EXO was also a partner in promoting the event. We offered rides on the miniature railroad, the passenger train and demonstrations of the steam locomotive John Molson. Unfortunately, we were not

able to offer streetcar rides as we were faced with the need to replace 2 large sections of the overhead contact wire too worn to ensure safe operation. This problem was fixed in the spring of 2022 thanks to a generous donation from the estate of volunteer motorman Ken Mosher and with the participation of the builders of the REM catenary, EQUANS Transport CM Canada Inc. We have also begun the process of purchasing a custom-built rail-bike in Colorado which should be delivered shortly. This will allow for its operation on our rail line to the Des Bouleaux station while providing a new and unique experience in the area. Finally, the display of the REM full-sized mock-up allowed Exporail staff and visitors to get acquainted with an important element of our near future in intercity transportation.

ARCHIVES

The archive center has had its accreditation renewed by BANQ for 2 years, which is important for the reputation of our Association and proves that the work done there is done according to the rules of the art and in a highly professional manner.

During this fiscal year, and thanks to the continued funding of the Canadian Pacific Railway to our Foundation, we have confirmed the position of Archival Technician dedicated to the Canadian Pacific Railway fonds for a renewable two-year term. This not only allows us to sustain a resource, but also to move forward with the work that needs to be done to continue the immense inventory of the fonds as well as its dissemination, and to ensure that all requests are met.

The contribution of our collections and archives to the travelling exhibition “Trains, Carriers of Dreams,” curated by Pointe-à-Callière, can be seen at the Musée régional de Rimouski as of the end of September 2021 and at Exporail starting in November 2022. Once the end date of the presentation is reached, this exhibition will continue its itinerary in the province of Quebec. The section we presented will be at the Museum of Ingenuity J-Armand Bombardier as of April 2023.

The Archives also received funding from Library and Archives Canada for two concurrent projects: the completion of the digitization and preservation of the Heckman albums in the CPRC fonds, and the beginning of the inventory of a portion of the huge subseries “Van Horne” of this fund.

I would like to highlight the participation of our Vice President and Chairman of the Collections Committee, Daniel Laurendeau who gave two conferences on the Montreal streetcars during which at least 27 images from our archives were presented to the participants.

COLLECTIONS / EXHIBITIONS

The year 2021-2022 was one of accomplishment since the opening of the Angus Pavilion: the project for the reorganization of the reserves of small objects has been completed. I remind you that this project was financially supported by the Ministry of Canadian Heritage and the CRHA Foundation. This project has doubled the storage space for our artifacts in the same room. It also has a strong sustainability footprint, as it allowed the use of our existing shelving and therefore saved a lot of costs.

The Collections Department has been active and has loaned artifacts to Pointe-à-Callière, a vehicle to the City of Saint-Constant, a locomotive engine for a film shoot and the exhibition Macredie – Works of Art

to the Revelstoke Railway Museum in BC.

The Trains, Carrier of Dreams exhibition, which includes nearly 400 artifacts from our collection, also includes objects from other institutions: the Pop Museum of Trois-Rivières, the Canadian Museum of History, the Musée de la Civilisation du Québec, etc. and the Château Ramezay Museum.

We also collaborated with CDPQ-Infra for the presentation of the REM model in the main gallery. For the first time, this exhibition allowed our visitors to have access to one of the vehicles. A partnership with the company has also taken place in the area of marketing and communications.

COMMUNICATIONS / MARKETING

Our marketing plan called for the hiring of a marketing and sales resource person and we proceeded with the hiring. During this first year, our marketing and sales manager delivered a marketing and sales plan that was endorsed by the Board of Directors and is already being implemented. Pricing has been reviewed and work has begun on a new website. In-depth marketing work has also been done with the firm hired for the website to determine the different personas we are addressing in order to better target and reach them.

A committee for the choice of software for the management of donations and membership was formed and our choice turned to Eudonet, a software recognized and used by many non-profits. This will not only allow us to better protect our information, but also to automate the work that was essentially manual. The project is currently completed and we are in the running-in stage. We will make full use of the platform for our next fundraising campaign.

RELATED SERVICES

The gift shop is an important asset to generate revenue from our visitors. We realized significant revenue of \$165,600 in the store, which is \$14,000 more than 2018-2019 which was our best year in this area. Room rentals have not returned to their pre-pandemic strength.

However, since the start of the pandemic, we have been renting our rooms and site, including our tracks for training for the rail industry and have developed this new market. The construction of the REM requires the hiring and training of many employees and Exporail is a place of choice for training. We also saw a return of requests for film shoots and photo shoots. In fiscal year 2021-2022, we collected \$45,500 in revenue, some of which came from the Netflix network in the United States.

Thank you to the team without whom the year's accomplishments would not be possible, and to the dedicated museum volunteers for their time and great expertise!

Thank you to the members of the executive committee for their great availability and creativity, and a big thank you to all the members of the board of directors for their encouragement and support for the realization of our mission!

Nadine Cloutier,
Executive Director

looking ahead to 2022-2025

strategic planning

The implementation of our 2018-2022 strategic plan was a great success, despite the pandemic, and we completed the majority of the 58 proposed actions. We are proud to report that few items were dropped and the 2022-2025 plan was written with continuity in mind. Indeed, thanks to the development efforts, the committee had a lot of material to prepare a strategic plan that was realistic, achievable and engaging for our staff.

The plan retains the structure already in place, we will present:

- Vision: expresses the purpose of the organization.
- Mission: expresses the impact the organization wishes to have.
- Critical success factors: what we must accomplish to achieve our mission.
- Strategies: what we will do to achieve the critical success factors.
- Action plan: what we will do to achieve the strategy.

Our strategic plan is based on our human and physical resources, our facilities and our culture. However, it also relies heavily on the “Exporail 2.0” expansion project, for which a feasibility study was conducted in 2021-2022. This project would be one of the major developmental achievements for Exporail and would involve several areas of the museum. This comprehensive, all-encompassing project would have a significant impact on facilities, archives and collections, exhibits, space rental, public and customer service areas, operations and volunteer work.

VISION:

The Canadian Railroad Historical Association (CRHA) is recognized as the pre-eminent source of knowledge and interpretation of Canada’s railway heritage. As Canada’s premier railway museum, it aims to be among the best in the world.

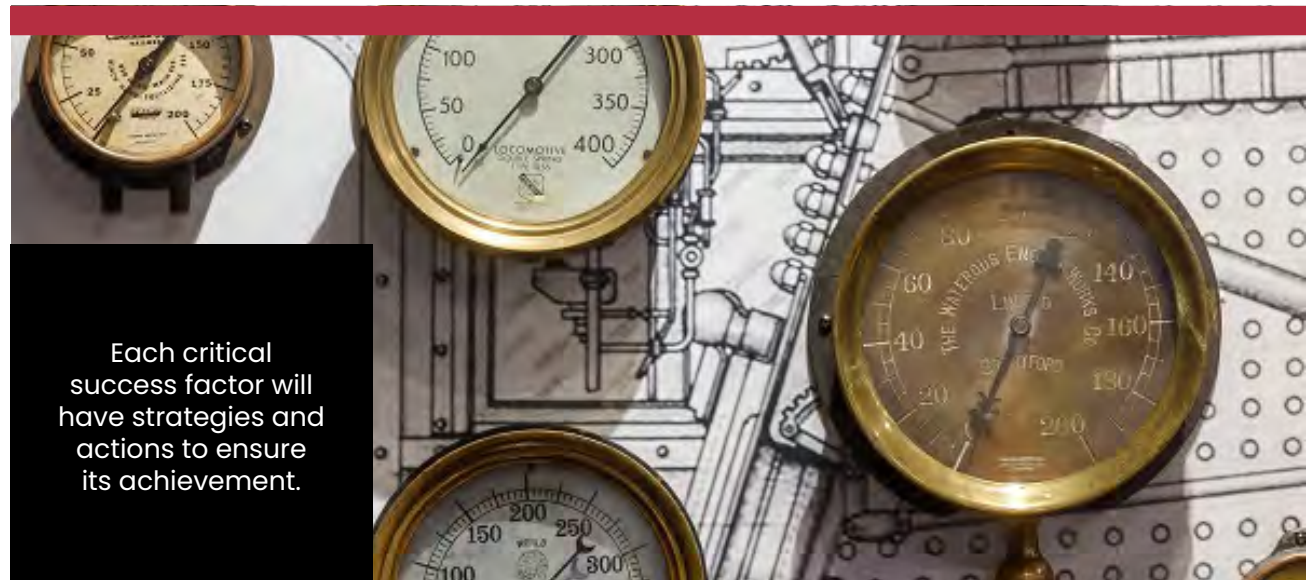
MISSION:

Exporail delights its audiences by operating a living railroad museum that informs and animates through the excellence of its museology and all of its research, conservation, museological, educational, archival and publishing activities.

THE 6 CRITICAL SUCCESS FACTORS PUT FORWARD:

The order in which the critical success factors are presented is not an indicator of prioritization. They are all equally important.

- Our staff
- Infrastructure development
- Market development
- Customer experiences
- Collections and Archives
- Revenues



Each critical success factor will have strategies and actions to ensure its achievement.

collections & archive center



The Collections Committee has undergone a major transformation with the resignations of some of its members and the addition of new members representing the different regions of the country. As of April 2021, the Committee is comprised of nine members:

- Jean-Paul Viaud, Curator
- Mylène Bélanger, Archivist
- Nadine Cloutier, Executive Director
- Robbie Robinson, President CRHA
- Len Thibeault
- Bill Linley (Port Lorne, NS)
- Larry McNally (Gatineau, QC)
- Sylvain Bissonnette, Operations and Volunteer Manager
- Daniel Laurendeau, CRHA Vice President, is the Chair of the Committee

Meetings are now held on pre-determined dates for the year. The Committee met three times on a regular basis during this period using the Zoom teleconference tool. When a decision needed to be made on an emergency basis, the committee conducted an email vote.

The following is a sampling of the donations received during the year:

A. ARCHIVES

In total, we acquired:

- 8.19 linear metres of analog textual records
- 9,520 iconographic documents
- 106 cartographic documents
- 480 minutes of sound recordings
- 425 minutes of moving images constituting 10 new collections and 8 additions to pre-existing collections.

• Detail of the contents:

- 1,749 35mm slides showing various railway stations and infrastructures between the 1950s and the late 1990s.
- Various documents related to the CN TurboTrain, an FHCA excursion to mark the end of steam in 1960.
- Two posters for CPR's 100th anniversary celebrations, as well as 6 stickers related to the Holiday Train.
- Two letters from the Inter-colonial and various train excursion tickets.
- 4,020 color slides of the Canadian railway world, 253 menus of various train trips, 511 passes, 11 films on 8mm, 16mm and 35mm reels, 97 engineering drawings, 5 maps, 89 timetables, brochures, invitations, pamphlets and other textual documents, 3 sketchbooks, 56 membership cards, 1,296 photographs, 7 photo albums, 6 sound recordings and 186 negatives.
- Various forms, working papers, union documents, pamphlets and other textual documents related to CN, EXO, Bombardier, AMT and CP.
- 4 prints of Canadian National locomotives designed by Bullock in the 1960s.
- 91 color slides on the Canadian railway world in general, as well as on circus trains, locomotive prototypes, streetcars, Expo 67 and the ACHF.
- 5 photo albums, 3 brochures, 5 menus, 3 negatives and 3 photographs, 13 timetables, 1,665 slides, 1,300 feet of 8mm color reel, 1 drawing and 27 tickets.

- 3 employee records from the CPR Hochelaga railroad yard in Montreal.
- A CPR training kit entitled “An Introduction to Railroading”, including a notebook, a vinyl record and a microfilm. As well as a “Black Box” record by “The Big Roll Band” regarding the railroads decision to do away with the caboose in favor of the black box, and the union’s attempt to prevent this change.

B. ARTEFACTS

In total, we acquired:

- 57 lots of artifacts the majority donated, and a few purchased.
- Representing a total of 330 artifacts.

Content Detail:

- Uniforms (CPR, VIA, EXO) past and present.
- Station signs (modern).
- Manufacturer’s plates.
- Union ribbons.
- Lanterns.

- Artwork (over 50).
- Games (cards, board games, training games, etc.)
- Toys (several wooden trains).
- Models (various scales, various old and contemporary manufacturers, with two beautiful American Flyer sets as well as several pieces in G scale).
- Silverware (ICR, CGR, CP etc.).
- A Montreal streetcar stop sign.
- Furniture (some dining car chairs).
- Watches.
- Telecommunications parts (telephones, telegraphs).
- Various “railroadiana” (retirement mementos, commemorative plates, etc.).

The major donations in terms of quality and quantity are the acquisition of an art collection and two donations of model railroads (HO, 0 and G ‘scale’).

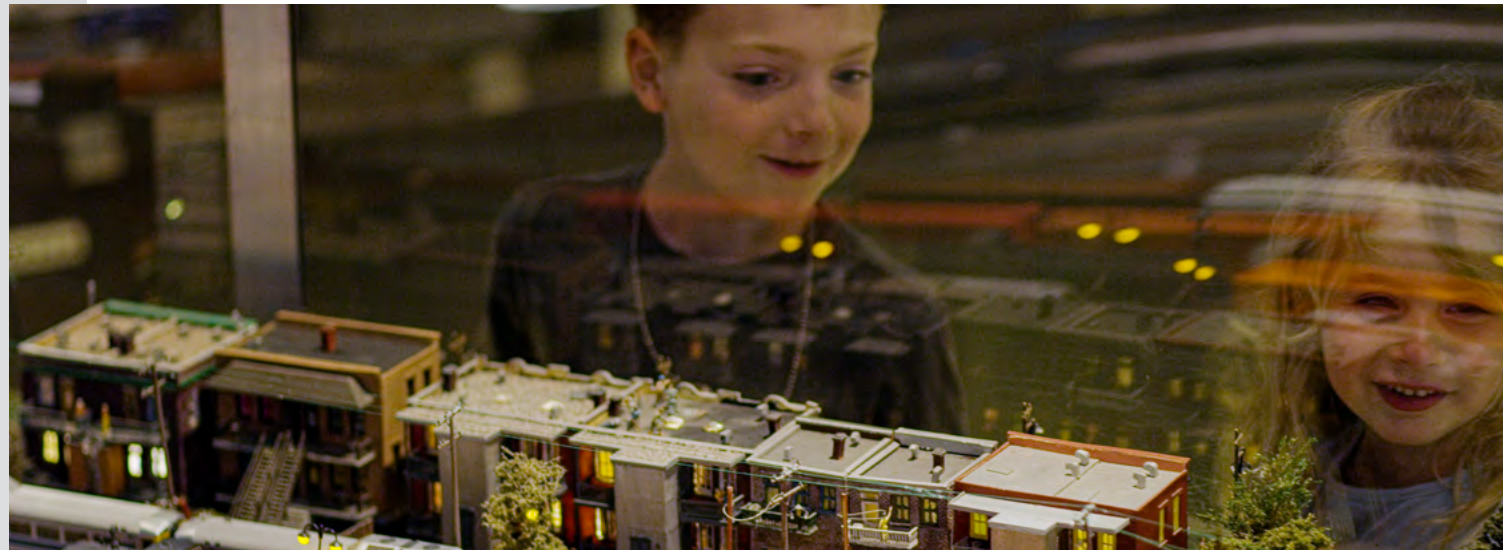


education and animation

The pandemic was an opportunity to develop new online experiences, but also to renew our permanent exhibit "Rail: The Power of Connection" and to introduce a new exhibit produced by the archive center: "CRHA Archives: Remnants of Our Memory". The work we have done online has also allowed us to produce publications on the archives, on rail travel during the renewal of the permanent exhibition, to conduct a photo contest, to have the curator present mysterious historical artifacts, to share testimonies from our volunteers. We were also able to broadcast our documentary on the renewal of the exhibition, but also of a series of 9 video capsules presenting unpublished aspects of the interior of certain vehicles. The posting of archival photographs of major Canadian railroad hotels by our archivist has also allowed us to reach a good number of history buffs and to generate a lot of research.

This was a key year for the development of the educational component and public programs. In accordance with the strategic plan, we developed two new experiences: the rail-bike (aimed at families) and the experience "Motorman for a Day" that has yet to be tested. Access to these new outdoor experiences will be for a fee and will allow us to increase our self-generated revenues. In addition, we have also reviewed and developed a program of activities for seniors outside of our institution, in the form of an internship in collaboration with the University of Montreal.

The funding opportunity for the MRC of Roussillon allowed us to make a series of 9 bilingual video vignettes as well as an overview to showcase the vehicles that were accessible without a guide during the pandemic. In the past year, we also initiated another 3D virtual tour project, which was partially funded by the EDNET of Tourisme Montérégie and completed in 2021-2022.



marketing and communications

The Tracks to Discovery promotional campaign continued to exist during this fiscal year, which was a year of reflection with the creation of a brand new marketing position.

After several months of market research, competitive studies, and product analysis, a first marketing plan based on 3 fiscal years and exclusively dedicated to the Museum was proposed and approved by the Board. One of the priorities identified in this marketing plan was the redesign of our website exporail.org. A bidding and vendor selection process was duly followed under the supervision of our Executive Director.

The project began in January 2022 and will be revealed in the next fiscal year (the delivery of the new website being planned by the end of June).



ADVERTISING PLACEMENTS (EXPORAIL)

Advertising in newspapers & web

Le Devoir (Summer museums notebook)
Le Devoir (Autumn museums notebook)
Le Devoir (Winter museums notebook)
Montreal Families (Halloween)
Montreal Families (railway Christmas)
BOOM FM (Christmas wishes)
BOOM FM (On-air contests)
Saint-Constant city calendar
La Voix policière
Montréal pour enfants
Passeport Vacances

Événements Attractions Québec:
Quebecvacances.com & Quoi faire au Québec

CBC - Radio-Canada FR - July
CBC - Radio-Canada EN - July
CBC - Radio-Canada - August

ASSOCIATION MEMBERSHIPS TOURISM AND SECTORS FOR MORE VISIBILITY

- Tourisme Montérégie
- Tourisme Montréal
- Événements Attractions Québec
- Association des réceptifs et forfaitistes du Québec

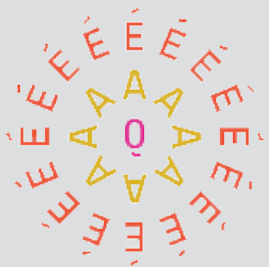
ATTRACTION PASSPORT PROGRAM

The ministère du Tourisme du Québec has set up the Attractions Passport program to stimulate tourism in Quebec by encouraging Quebecers to visit tourist attractions. The program consists of offering financial support to tourist attractions, in the form of a reduction on the cost of admission tickets for visitors who purchase a passport.

Exporail is a partner attraction with Parc Safari and the Marguerite Bourgeois Historical Site (two separate passports).

TOTAL SALES

109 passeports attraits



Événements
Attractions
Québec



SOCIAL MEDIA

Facebook

52 publications
210,800 persons reached
4,676 interactions
9,400 subscribers
+8.1% subscribers

Instagram

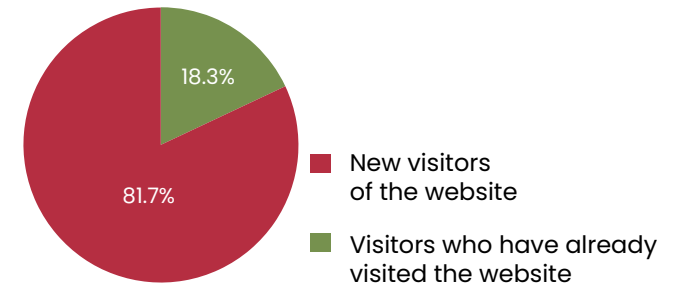
28 publications
23,657 personnes rejointes
1,980 interactions
2,200 subscribers
+10.8% subscribers

COMMUNICATIONS

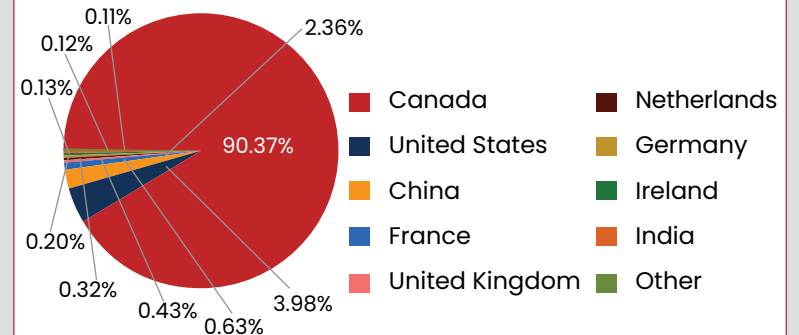
4 newsletters
3 Press releases

WWW.EXPORAIL.ORG

Users of the website



Users per country



TOTAL ANNUAL NUMBER OF USERS

122 708 users

rentals and boutique

THE RENTALS

With the reduction in gathering restrictions, the Museum has returned to a similar pace of rentals as last year with a total of 90 days of rentals. From room rentals, to on-site road-rail training, to commercial photo shoots, to professional filming, there continues to be interest from many organizations and individuals to hold their events at the museum.

SOME FIGURES

More than 73% of rentals are made by organizations.

Nearly 50% of tenants come from the railway industry.

Filming accounts for nearly 25% of museum rentals.

The Museum welcomed more than 2,200 tenants between April 2021 and March 2022.

Despite the difficult situation during the pandemic, the museum was able to count on its loyal partners.

In the coming year, the museum hopes to extend its rental offer to the permanent collection and thus open the doors of certain historical vehicles to corporate meetings.

THE GIFTSHOP

The online store project is still in progress and we hope to go online within the next year.

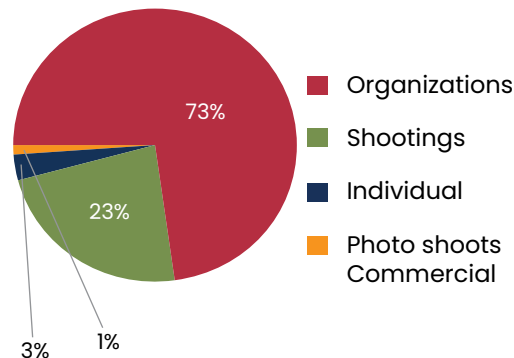
Some new products in the store:

- Exporail lanyards
- New pin with the image of the John Molson steam locomotive

LE TRAMWAY RESTAURANT

After several years of operation, the Tramway restaurant has closed its doors for good but the area remains available and accessible to our visitors. Indeed, according to several studies conducted internally, the restaurant presented several difficulties, including the operation that required skilled labor, products that met health standards, and a zero or negative profitability.

The premises will eventually be redeveloped to better meet the needs of post-pandemic customers.



volunteers



The Canadian Railroad Historical Association volunteers are an integral part of the team. Generous with their time, volunteers are involved in all areas of the Association, including the running of railway operations. This last component distinguishes Exporail from other museum institutions by the unique railway experience offered on its site.

In fiscal year 2021-2022, the number of volunteers and hours of involvement has increased.

REPAIR OF THE OVERHEAD WIRE OF THE TRAMWAY AND PUTTING THE VEHICLE BACK INTO OPERATION

A committee of volunteers and employees worked to repair the overhead wire in cooperation with EQUANS ENGIE TRANSPORT CM CANADA INC. responsible for the repair of the overhead wire. The MTC 1959 streetcar was returned to service and opened on July 23, 2022. All the people who worked on it were present to celebrate this event. This re-commissioning was made possible by a generous gift in Kevin Mosher's will.

RESTORATION OF AMT 827

Our volunteers worked on the complete restoration of this car in anticipation of the Christmas Train's return to service and met the tight deadlines in order to properly welcome Santa.

SIBLEY PARK

A committee has been formed to come up with ideas and a timeline for the restoration of the car's interior, which will include high-tech aspects to replicate it as it was originally. This work is made possible by the contributions of volunteers.

144 volunteers support the operations and administration of the institution.

22,000 hours of volunteer work completed between April 2021 and March 2022.

Passenger train operation on Saturdays and Sundays for visitors.



member services

CANADIAN RAIL

Unfortunately, Canadian Rail magazine and its members have been impacted by the COVID-19 pandemic that has swept through the world.

This has affected hobby store sales, membership promotion and access to archives used for research. It is only now that the railway exhibitions, which are an important means of promotion for us, have started again.

We are behind schedule with Canadian Rail, but we hope to catch up in the coming months.

Thanks to our volunteer translators, efforts to make our magazine almost entirely bilingual have been successful. We still need more translators to spread the workload and we welcome any help.

At the end of this year's fiscal year, James Taylor, our volunteer cartographer, has retired. We thank him for his many years of service drawing maps for Canadian Rail.

David Scott of Nanaimo, British Columbia, has volunteered to be our mapmaker and take over from James Taylor with whom he has already been in contact. Thank you to him for volunteering for this essential role.

In fiscal year 2021, we produced 382 pages of quality articles on a variety of topics in Canadian rail history from coast to coast. Of particular note were Doug Smith's article on CN's 100th anniversary and Ian MacDonald's article on the construction of Montreal's REM system.

We continued our program of promoting Canadian Rail magazine through its availability in stores and online. Unfortunately, some stores have closed and we have seen a decline in sales to non-member visitors. The cost of postage is also a factor in the decline in sales. Still, we are selling over 100 copies through the mail and will try to expand this further in 2023, as it not only contributes to our revenue, but also provides greater visibility for the CRHA.

MEMBERSHIP

A special thanks to Gérald Bouchard who works behind the scenes to effectively handle the membership function on his own.

We have been struggling with membership promotion in 2021 due to the lack of activity on the trains and the closure or reduced capacity of the Exporail patronage. We need to double our efforts to promote membership to rail enthusiasts.

The total number of paid members was 777 at the end of the fiscal year, a loss of 6 members from the 2020 year.

We welcome new members, so it is imperative that we continue our promotional activities for membership in 2023.

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

COMMUNICATIONS FROM STEPHEN WRAY

Integration of CRHA communications within Canadian Rail is welcomed and remains a permanent record of the Association's activities. This integration has allowed us to communicate news to our members on a regular basis.

CRHA communications would not be as rich without your valuable contributions! I would like to thank all the Divisions for sending in information on their activities, it is truly great to be able to receive and circulate information so that our remote membership community is aware of activities across our vast country. Thanks also to Robbie Robinson, Nadine Cloutier, Bruno Cordellier, Mylène Bélanger and the entire Exporail team who regularly send us information on Exporail and the ACHF.

Stephen Wray
CHRA Communications Editor



fundraising campaign

I am pleased to present the annual report 2021-2022 Fundraising Committee.

During the past fiscal year, the CRHA Fundraising Committee raised \$363,300 as follows: 125,340 from the annual fundraising campaign, \$25,360 from CN, \$22,030 from an anonymous donation, \$90,000 from the CRHA Foundation and \$100,000 from the estate of Ken Mosher. The fundraising campaign received 177 donations from across Canada and the United States. The largest donation was \$10,000.

We also provided donors the opportunity to vote for the choice of one of the vehicles to be restored. Thank you to all the many members who participated in the vote and chose CP 5935 Selkirk steam locomotive for cosmetic restoration.

I contacted all of the branches of the Canadian Model Railway Association and a number of railroad hobbyist groups across Canada and asked them to promote the campaign to their members. We have received strong support from our members and branches, especially the Kingston and Niagara branches, as well as the Bytown Railway Society, the Canadian Model Railway Association, the Canadian National Railway Historical Association and the Canadian Pacific Historical Association. Thank you all for your financial support of the CRHA.

C. Stephen Cheasley

President of the CRHA Foundation
and Chair of the Fundraising Committee



CRHA Foundation

I am pleased to present the annual report 2021-2022 CRHA Foundation.

It has been another successful year for the CRHA Foundation.

During the year, the Foundation received \$200,000 in new capital from CP to enlarge the N.R. Crump Endowment Fund and our investments have yielded positive results.

Total assets of the CRHA Foundation as of March 31 2022 was \$3,318,623.

We received a match of \$149,789 from the Mécénat Placements Culture program of the ministère de la Culture et des Communications du Québec after the end of our fiscal year.

More than half of the assets are in funds dedicated to supporting specific areas of activity, primarily for the CPRC funds.

The funds are professionally managed by a Foundation trustee, Charles de Kovachich, of

Richardson Wealth Management, and by the Foundation of Greater Montreal.

Since its creation in 2011, the Foundation has made disbursements to the CRHA totaling \$438,556.

The CRHA Foundation Board of Directors has agreed to contribute \$115,000 to the CRHA in FY 2022-2023.

I would like to thank all of the Foundation's generous donors.

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 and guidance to the Foundation, as well as Nadine Cloutier, Robert Nantel and James Bouchard for their support, guidance and management of the Foundation.

C. Stephen Cheasley

President of the CRHA Foundation
and Chair of the Fundraising Committee



awards committee

When I started working on the awards for the year 2021, I noticed on the cover of the January- February 2021 Canadian Rail that it was the 600th issue! In the Canadian Rail logo is the date of our founding, 1932! We are celebrating the 90th anniversary of the founding of the Canadian Railroad Historical Association!

Today, the CRHA is recognized as the leading source of knowledge and interpretation of Canadian railway history through excellence in research, conservation, museology, education, archiving and publishing.

Congratulations to all those who have contributed to the research, books and articles published since 1932. Congratulations!

One of our awards is for lifetime achievement. We created this special category in 1987. The list of winners is really the enumeration of people who have made Canadian railroad history. After 90 years, we now receive many outstanding nominations each year. Today's judges had difficulty making a majority selection for the individual nominations. It seemed fair and equitable to have several honorees, given the excellent nominations that were submitted.

This year we are pleased to announce three winners for the Lifetime Achievement Award.

Mike Westren is well known in the Canadian railway community, particularly in and around Calgary and the rest of Alberta. Mike has long embodied and promoted principles that have strongly influenced the success and sustainability of railway preservation in Western Canada. He has been a strong advocate for the development of clear

thematic collection plans, he has strongly encouraged professional conduct in the relationship between railway museums and major railway companies. His initiatives are planned and executed with sustainability in mind. His leadership, initiative and his hard work have been instrumental in maintaining the quality and trajectory of railroad preservation in the region. Mike, you have been a steadfast mentor to aspiring railroad preservationists and a gifted collaborator with railroaders and long-time participants in our movement.

Some of the museums and associations that have benefited from Mike's help and expertise are: the Vintage Carriage Group, the Alberta Pioneer Railway Association, the Canadian Museum of Rail Travel in Cranbrook, the Calgary and Southwest Branch of the CRHA, the Locomotive and Railway Historical Society of Western Canada, the Rocky Mountain Rail Society and the Canadian Council for Railway Heritage.

David LI. Davies of British Columbia is our second recipient. His research on the railroads of British Columbia and the Yukon is now part of the David Davies Railway Collection at the University of Northern British Columbia.

The third winner is Ian Wilson, author of more than 20 books about railroads. Having pioneered a new genre of writing, when it was customary to write colloquial first-person narratives, Ian Wilson has published a second-person steam adventure story.

Canadian Rail's winning entry is "Photographs of Canadian Pacific Railway Cars and the Photographers Who Travelled in Them" by Douglas R. Phillips, French version by Jean- Maurice Boissard. This is a most interesting story. This was

made even more exciting by the fact that at that time the development of railway photography mirrored the development of photography itself.

The Preservation Award is traditionally given to a group or individual who has preserved or renovated a museum object or structure related to the railroad. This year the award was given to the Canadian Northern Society of Camrose, Alberta. The award is not for a single project, as the Canadian Northern Society's main objective is to preserve, restore and renovate all railway-related facilities of the Canadian Northern Railway and its achievements in Alberta.

Leslie S. Kozma is the author of the book "Northern Alberta Railways Diesel: 1952 - 1980". This exhaustively researched and extremely well-written book tells the story of the Northern Alberta Railways (NAR) diesel locomotives from the end of steam to the beginning of their absorption by CN, an adjustment that is never easy. Photographs of the locomotives, both on the road with the trains and in the yard, with many details of equipment and paintwork, have resulted in some excellent photographs. We thank the Alberta Pioneer Railway Association for their support in the publication of "Northern Alberta Railways: 1952 - 1980".

Finally, this year's MultiMedia Award goes to the Pointe-À-Callière Museum, for the video *Transporteur de Rêves/A Railroad to Dreams*. The videos are available on YouTube and were created to highlight the collaboration between the Pointe-À-Callière Museum and Exporail.

Linda Schwey

Chair of the CRHA Awards Committee

partners

Exporail's regular activities are funded in part by the Ministère de la Culture et des Communications du Québec and are supported by the cities of Saint-Constant and Delson. Exporail also receives support from the Department of Canadian Heritage and Employment and Social Development Canada for special projects as well as the support of Bibliothèque et Archives nationales du Québec, Library and Archives Canada, the Canadian Railroad Historical Association Foundation, CN, CP, VIA Rail Canada, Molson-Coors Beverage Company, Emploi-Québec Montérégie, the Regional County Municipality of Roussillon, EXO and the Société de transport of Montreal, the YMCA of Greater Toronto, the Société des musées du Québec and the Canadian Museums Association.



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



stable financial health

Year ended March 31, 2022



INCOME

Visitor spending	\$750,610
Other self-generated revenue	\$211,420
Membership fees and donations	\$375,854
Government grants	\$1,119,854
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	\$2,457,738

EXPENSES

Museum activities	\$947,571
Operation and maintenance	\$1,390,954
Amortization	\$65,068
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	\$2,403,593

Excess of revenues over expenses	\$54,145
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STATEMENT OF FINANCIAL POSITION AS AT MARCH 31, 2022

ASSETS

Current	\$1,554,392
Debts	-
Property, plant and equipment	\$5,512,243
Intangible assets	\$4,763
Collections and exhibition materials	\$1
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	\$7,071,399

LIABILITIES

Current liabilities	\$749,721
Debt and deferred contributions	\$4,080,006
Net assets	\$2,241,672
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	\$7,071,399

THE BOARD OF DIRECTORS OF THE ACHF

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
Western Division Representative	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 (until 2022) Linda Schwey Howard Davidson Fiona Murray

EXECUTIVE COMMITTEE

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

Collections Committee	chaired by Len Thibeault (until 2021) chaired by Daniel Laurendeau (as of 2021)
Membership Committee (including Canadian Rail)	chaired by par 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
Archival Technician for the CPRC Fund	Chantal Guérin
Volunteer Management and Operations Coordinator	Mathieu Graveline
Customer Service, Programming and Education	Maurice Binette
Hall Rentals and Film Shooting - Gift Shop - Le Tramway Café	Nicole Gilbert
Communications	Bruno Cordellier
Accounting	Stéphane Ste-Marie
Buildings and Site Manager	Stéphane Fillion
Marketing and Sales	Caroline Lebon
Administration	Jacqueline Chiasson



EXPORAIL
LE MUSÉE FERROVIAIRE CANADIEN
THE CANADIAN RAILWAY MUSEUM

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