

EXPORAIL

LE MUSÉE FERROVIAIRE CANADIEN
THE CANADIAN RAILWAY MUSEUM



ANNUAL REPORT

2022-2023



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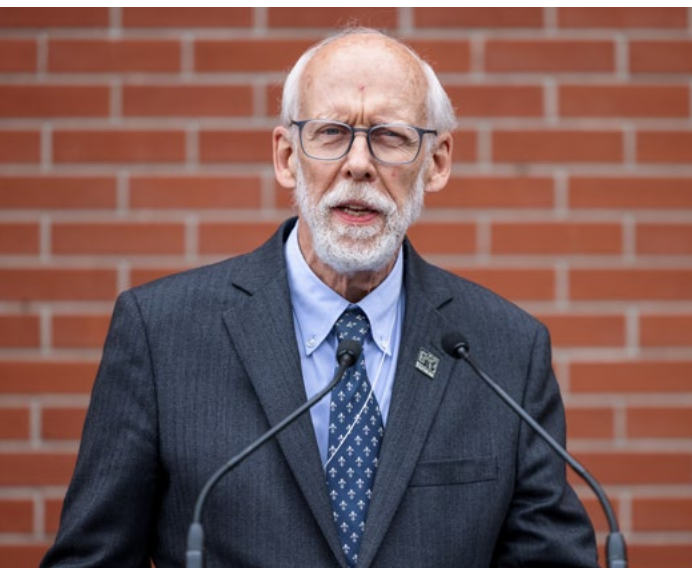
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CANADIAN NATIONAL

president's report



I am very pleased to present this annual report which contains an excellent description of the very good year we have had at the CRHA.

EXPORAIL

The Exporail museum is the principal project of your association, it is dedicated to the preservation and interpretation of Canada's railway history. The relevance and success of any museum are determined by the support it receives from the public. The number of visitors and the amount of money spent are the main indicators. An increase of 2% in visitor numbers was realized over the

previous year as well as an increase of 4% of visitor revenue. This is a better performance than that of most other museums we know of. And, encouragingly, the current year (2023-24) is set to become a record year, we are expecting to beat pre-pandemic figures. This testifies to the efforts made by the management and our Exporail staff to ensure that our customer experience is most enjoyable.

Another indicator I keep an eye on is our score on the TripAdvisor application, used by so many people to plan their vacation and outings. Exporail came fourth (out of 604) in the Quebec museums ranking by travelers. It's our best result ever!

Now that the pandemic is behind us, we can devote ourselves to our next major project: Exporail 2.0. This expansion project plans for the construction of new exhibition and storage areas to house our collection and display it to the public. Details of the plans will be published in *Canadian Rail*, which is distributed to all our members by post mail.

FINANCES

As you can see from the financial summary of this report, we recorded a deficit this year. This deficit had been planned in order to catch up on certain projects which were postponed, or to perform maintenance work, this after two years of surpluses generated during the pandemic. Our liquidity and cash flow are excellent and the Association is financially sound.

COLLECTION

For many years now, we have been looking to acquire several railway vehicles to to enrich our collection, some of them are about to be acquired, including Exo's MR-90 cars which will soon be arriving on our site.

Restoration work on the interior of the Sibley Park continues. Good progress has been made, especially with regard to the acquisition of seats for the dome; the car had been delivered with these seats missing. The original art work from the salon was photographed for us by Ingenium in Ottawa where it is preserved. A high-definition reproduction will be made and installed in the car. Our aim is to to open the interior of the car to the public as an added display.

The classification process for each piece of rolling stock in our collection considering its current condition, and its value to our mission was completed after several years of research carried out by two committees. Our curator Jean-Paul Viaud, has presented a report to the Board of Directors, they then took the lead to streamline our collection by disposing of 15 vehicles from the collection. The next step is to remove the vehicles from the property. Other vehicles are also being considered for disposition.

The CRHA archives continue to grow and improve with the constant addition of new documents. Archivist Mylène Bélanger and her team have made great strides in the treatment of of the Canadian Pacific Railway Company fond in particular.

CANADIAN RAIL

Our excellent bilingual magazine continues to document the history and news of Canadian railroads in its six annual issues, which are beautifully illustrated and mailed to members. The major challenge is that the editorial load is heavy and volunteers to help share the burden are few and far between. We are facing a major challenge in finding additional help in order to continue publishing the magazine in its current form over the coming years.

CONCLUSION

Your association is alive and well, increasingly appreciated by the general public and with the railway community in Canada and the United States, as well as with the railway companies. Governments continue to support us because they consider us a benefit to society. This success is largely due to the dedication and efficiency of our employees and volunteers, whose dedication cannot be overstated. I thank you all for your valuable contribution in time, energy and financial contributions.

Robert Robinson,
President, ACHF



a word from the Executive Director

Financial situation



For fiscal 2022-2023, one of the highlights is the confirmation by the ministère de la Culture et des Communications (MCCQ) of an increase of our operating grant for the next three years. In fact, the MCCQ is granting the CRHA a total of \$1,628,470 for the three year agreement. It is an increase of \$44,000 over the previous three year period.

We also continued to benefit from the free-of-charge first Sunday of the month. The number of free Sundays brought in a further MCCQ grant of \$132,008 compared 102,296 the previous year. One of the challenges is that the MCCQ has renewed the free-of-charge measure for the current year, but at this time, we have no confirmation for 2024-2025. We have made representation to the MCCQ in cooperation with the Quebec Museums Association requesting that this measure be maintained.

General admission barely reaches the target set out in our marketing plan, whose forecasts were modest in the wake of the pandemic. We experienced a sharp drop in visitor numbers for the month of July among others. Following the pandemic and the lifting of restrictions, many Quebecers have traveled outside the country, and many have chosen other regions and attractions for their summer vacation.

We have accumulated independent income including donations of \$1,334,964 compared with 1,337,884 in the previous year, a slight decrease. As a result, our marketing strategy and advertising placements, positive effects are now being felt for the current financial year. Our attendance rate is exceptional, beating pre-pandemic results.

Despite the end of Covid-19 subsidies, we were able to obtain more subsidies than the previous year, the sum of 1,022,648, an increase of \$176,955 over last year in regular subsidies. The difference is due in particular to the unexpected increase in the operating grant for the CRHA's archive centre. We are currently redoing the certification exercise with the MCCQ.

VISITOR EXPERIENCE

We welcomed 51,821 visitors, compared with 50,849 for the previous year. Even though we generated lower admission revenues than in the previous year, our revenues from the gift shop were up by 6% or nearly \$10,000 and revenues generated by the rides increased by 33% or more than \$17,000 compared to the previous year. We note the popularity of the tramway ride which is now subject to a fee, as are the rides on the miniature railway and passenger train. We generated total revenues of \$ 816,100 from the public, an increase of 2%.

Our miniature railway carried 21,086 riders, the tramway ride carried 16,047 and the Sunday train ride 5,670 visitors. We also offered a locomotive driving simulator activity which drew 420 visitors. We acquired a velorail to introduce a new ride to our visitors for the 2023-2024 season.

We presented several themed events including "Royal Visit", "From Velocipede to Velorail (07-2022)", "Little Trains, Great Passion (08-2022)", "Celebrating Railways (09-2022)". Events also included three virtual tours. Seasonal activities included the Halloween train, the Christmas train, tea service in car Canada and the Christmas cookie decoration activity in the shape of a locomotive. We are hoping that the grand gallery fully decorated with an inspiring ambiance will continue to be a major attraction.

With the end of the pandemic, we have finally seen the return of school groups and other groups. We welcomed 121 groups comprising 5,873 visitors in 22-23 compared with 47 groups for a total of 2,055 visitors the previous year. This year, during certain months we broke all-time records for group attendance.

RELATED SERVICES

Room rentals have resumed and we have welcomed 5,750 users, more than double the number of users in the previous year. Since the pandemic coincided with the REM construction project, the museum is increasingly called upon to host REM training courses on our site and in our reception room for REM workers. We have also hosted several film shoots, including those from the United States that generated impressive revenues of nearly \$70,000.

We have initiated a restructuring of the reception room rental and the gift shop areas to increase efficiency and generate more revenue. In addition, in conjunction with our Marketing and Sales department, we are planning investments and will make efforts further develop the corporate market. We are conducting an in-depth study of the gift shop in terms of inventory and choice of products for sale considering customer preferences. Gift shop sales are constantly on the rise and the fundamental structure is now well established. We have increased gift shop revenues by nearly \$ 10,000 compared to the previous year for a total amount of \$175,104.

OTHER PROJECTS

The Association has acquired new software to manage the CRHA membership file. This is a major step towards ensuring the long-term stability of our association database which is the backbone of our membership services. This will also prepare us for large-scale fund-raising campaigns such as the one required for our Exporail 2.0 expansion project.

We worked with an engineering firm to comply with the demands of the ministère de la Culture et des Communications, which requested a reassessment of replacement costs for the D'Alterio Bridge which has to be repaired or replaced. Costs following the pandemic, have increased by leaps and bounds, and the Executive Committee authorized the hiring

of a second firm of engineers to evaluate the bridge as to whether it can be repaired. In fact, the conclusion is that the bridge is repairable.

Latest news, the MCCQ has officially confirmed that our grant application for the repair of the bridge is admissible. The administration is to complete a preliminary project and must provide documents and take steps to respond to the MCCQ requests for information to complete the documentation for the file. Once all the information is in, the MCCQ will study the file and make a recommendation as to a financial grant for the project.

A significant project was certainly the repair of the trolley wire on two curves of the tramway line. This project was very time-consuming and extremely demanding on our volunteers and especially François Gaudette who was in charge of the project. This project created an unprecedented partnership with the linemen for the REM, the company French Equans Transport Canada Inc. This project was funded by a bequest from the estate of the late Ken Mosher, a long-time volunteer motorman. His bequest of \$100,000 was made to the Association and a inauguration event was held in July for returning the streetcar back into service with the family of Mr. Mosher, the workers of Equans, our team and several journalists on site.

We were obliged to carry out a series of major structural repairs to our electrical substation, this is an essential infrastructure for the operation of our tramway and the distribution of electricity to the old part of the site which is now open to visitors. The work was completed in spring 2023.

Unfortunately, the Angus pavilion's heating ventilation and air conditioning (HVAC) equipment is aging. We have many breakdowns and frequent repairs, and we face problems locating replacement parts because of the advanced age of the equipment.

HUMAN RESOURCES

2022-23 was a year of labour shortages in several areas, but was especially noticed in the tourism industry, and we had difficulty recruiting and retaining animation staff. We also had some major changes in the permanent team.

After advertising the job twice, we finally filled the position of Coordinator of Operations and Volunteer Management. The vacancy of this position was seriously felt, though the Executive Director assumed the role as much as possible.

We also experienced a departure in the facilities rental department and this job was also filled in the summer.

The Coordinator of Customer Service, Programming and Education retired after 18 years of service and in November we were able to promote an existing employee to take over from him.

The Executive Director was unable to fill the position of Manager of Communications despite advertising twice. The need to communicate with our audiences is essential, so we hired a communications agency to fill this gap. We are still working with them.

The Executive Director therefore worked with a new team that required a lot of coaching to quickly learn their new positions.

Being an employer of choice is one of the goals in our strategic plan and retaining people is a constant challenge. We have therefore set up a group insurance plan for permanent employees and worked on total compensation to keep up with market trends, while controlling salary increases, in an environment of a significant rise in the cost of living.

PARTNERSHIPS

We have benefited from the collaboration of the Stella Jones company, which has donated a large number of railway ties, and poles for our work on the overhead wire of the tramway loop.

CRHA received public funding from the MCCQ, Heritage Canada, Employment and Immigration Canada, Library and Archives Canada, Bibliothèque et Archives nationales du Québec, Ministère du Tourisme, Cities of Saint-Constant and Delson and Tourisme Montérégie. We also receive support from the CRHA Foundation, CN, CPKC, EXO and VIA Rail Canada. We also thank the other foundations and private donors, and CRHA members for their unfailing support.

OUR TEAM

I would like to thank the entire team of permanent and temporary employees and volunteers. They are driven by a fierce desire and there's not a problem they can't solve! They're loyal, and work hard every day to maintain and improve this world-class museum. I would like to thank members of the board of directors for your attention, your know-how and your great creativity and support, which is essential for me and my team. I would like to thank all the members of the committees I work with, especially the Executive Committee that supports and assists me in my work on an almost daily basis, in addition to our regular monthly meetings.

CRHA | Exporail is the most beautiful and stimulating project I have ever worked on in my entire career. And it's not slowing down!

Thank you for your confidence.

Nadine Cloutier,
Executive Director



collections



2022-2023 saw the completion of the reevaluation of the rolling stock collection (193 vehicles), the submission of a final report to the Board and the drawing up of a list to identify specific and potential deaccessions to be submitted to the Board of Directors for decision. We will then work on the process of vehicle disposal which must meet certain criteria.

We have completed a safety analysis and updated the fire safety plan. We have updated our emergency plan. We submitted a request for "Designation B" to the Department of Canadian Heritage who have made recommendations that we will have to implement next year.

Now that we have reorganized our reserve, we have a better idea of the work to be carried out. Work continues on the inventory of artifacts and in identifying those that are missing from the database.

We received a Canadian government grant to hire a student who has worked on the railway tableware collection: updating of information sheets, photo documentation and packaging.

A student in museology has also made an inventory of the Beaux-Arts collection.

This in-depth work in our collections helps us to better understand our needs in collecting.

During this year, volunteers did a remarkable job of the restoration of commuter coach AMT 827.

A special task group was formed to oversee the restoration work on the *Sibley Park* dome-observation car. A project manager was appointed, a plan has been drawn up and work has begun. The aim is to accomplish the work within the allocated funds raised during the major fundraising campaign for the 60th anniversary of Exporail.

The Department of Canadian Heritage has awarded a \$151,015 grant, which will finance 70% of a traveling exhibition "Journey to the heart of the arts with Sir William Cornelius Van Horne". Researching and identification of artifacts and design has begun. We plan to present the exhibition at Exporail for several months after which it will then tour elsewhere in the country.



A FEW FIGURES

33 of artifacts were acquired, including 3 purchases and a donation from a museum. The remainder is individual donations.

A total of 402 items, of which 341 have been received, the rest are awaiting receipt.

Acquisition details:

- Old and new uniforms (CP, VIA, EXO, MTCo.) and accessories (caps, badges, gloves etc.);
- Union pins;
- Two AMT suburban can car signs;
- Rail components (rail identification plate rail, switch padlock);
- Bells for diesel and steam locomotives;
- Two items of railway crockery;
- A tramway wood-burning stove (MSR);
- CN inspection lantern;
- Works of art (watercolours and oil paintings);
- Scale models and other models (various scales, various manufacturers antique and contemporary, the majority of the pieces in O scale (199 pieces));
- Silverware (a CN coffee pot);
- CN & CP advertising elements (clock, decorative sign, stamps)
- Telecommunication parts (telephones, electrical signalling elements (CN tower), radio transmitter).
- Various "railroadiana" (souvenir of employee retirement, plates, toys, pins, watches, medals, key rings, etc.).
- A handmade commemorative frame for celebrating the career in the rail industry of a former CP station master.



archives

The archive centre publicizes its holdings each year on various platforms and through exhibition projects. 8,536 images have been digitized from 17 collections and archive collections. 96 posts were made on Facebook and Instagram. Two new photo albums were uploaded to Flickr containing 1,552 images. Six issues of the magazine *Canadian Rail* were produced and several benefited from iconographic research in our archives. 72 images from the archive centre were integrated into the magazine issues for 2022-2023. The launch of the Quebec-wide audiovisual archive distribution portal - LaVoute.tv - gave us the opportunity to upload 25 videos from our archives.

To ensure long-term preservation, we decided to study the implementation of a new software system for managing our archives. It's a project that requires careful planning, new software installation and data migration, including quality controls. The comparative

analysis report was presented to the Board of Directors. The final choice was AtoM, an open-source software. A request for a grant of \$47,865 was submitted and accepted by the Heritage Communities Program of Library and Archives Canada. The project began in May 2023. We are being assisted by a specialist firm to carry out this project, which is included in our strategic plan. We also aimed to reorganize the documentation centre and six of the 13 rows have been optimized. Work to integrate the new archive software has begun.

The archive acquisition policy and the pricing policy have been updated. The archivist has initiated the drafting of a policy for digital preservation which will soon be presented for adoption. A first draft of new emergency measures plan was drafted in June 2022 and is currently being studied. The fire safety plan was updated.

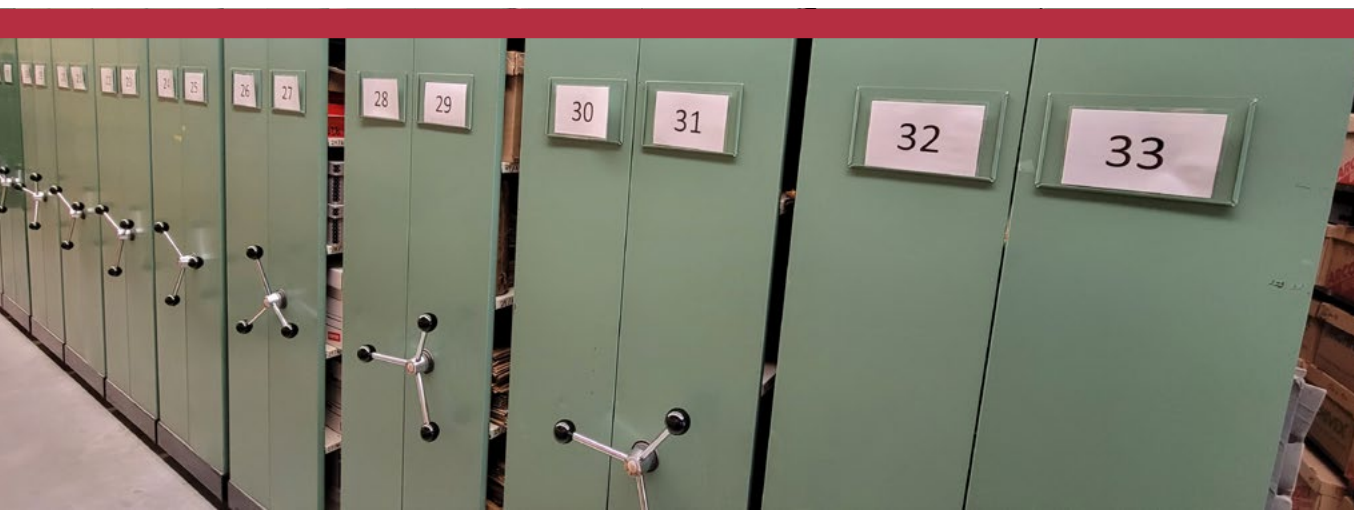
**IN FISCAL 2022-2023,
THE ARCHIVES DEPARTMENT HAS ACQUIRED :**

9.1 linear metres of text documents

3,915 iconographic documents

26 map documents

1,560 minutes of moving images.



These new acquisitions represent 12 new archival fonds and 15 additions to existing fonds.

Acquisition details:

- Four diagrams of motors, boilers and locomotives, and a CP booklet (1911-196?)
- Training materials, such as workbooks and course notes (1952-2011)
- A photo album with 697 photographs illustrating various Canadian locomotives, with a particular focus on those used in the province of Quebec and in Sherbrooke (1980s)
- 15 maps and technical drawings, 113 photographs and negatives, two audiovisual recordings, various tickets and press clippings, as well as other text documents (1905-1988)
- Various work documents, annual reports Postcards, slides, and a map (1953-1996)
- A booklet filled with technical information and handwritten notes (1950s)
- A map of the Montreal subway system, a Canadian Pacific press release concerning the speed record achieved by the LRC train, and three photos of the LRC train (1973-1976)
- An Exporail Museum transfer ticket (1991)
- Several text documents relating to Canadian National, two lithographs representing the ice bridge over the Saint-Laurence River, and an autographed poster by From the Maurice Richard exhibition held at the museum in 2007 (1960-2007)

- A card and brochure to mark CP's 100 years (1981)
- Various forms, work documents, union documents, brochures and other text documents related to CN, CP and Alstom, and five VIA Rail safety posters rail (2015-2022)
- Five photo albums illustrating the vehicles of several companies, such as Montreal and Southern Counties Railway, as well as two public schedules from the same company (1926-1982)
- 54 employee timetables from different railway companies (1947-1976)
- A report from the railway commissioners of 1882, and a daily register of cars from the Canadian Pacific in 1909 (1882-1909)
- 75 negatives illustrating Ste-Anne de Beaupré, as well as a Canadian National pass (1950s) Several passenger lists, lists of terminology, speeches given at banquets, press kits, folders and brochures promoting railway services, plans and technical drawings of Angus Shops and the City of Montreal, as well as 279 iconographic documents (maps)
- Postcards, negatives and photographs) (1905-1986)
- A VIA Rail promotional brochure, a public timetable and blank forms (1969-1980)
- Several work documents used by a CN rail traffic controller (1979-2021)
- Brochures and tickets, as well as documents for the Musée de la Gare et de la Douane Napierville Junction (former railway station) Lacolle), which never saw the light of day (1955-2013)

- Five documents recovered from a railway station Newfoundland (1926-1928)
- Five GTR passes (1900-1910)
- More than 1,500 photographs, negatives and slides (1940s-2000s)
- A watercolor of Dorval station by Tan/Ian(?) Bankley
- Five CN conductor cards (1950s)
- 24 reels of film showing images of various CRHA excursions and other railway topics (1960s-1980s)
- Several work documents related to various Bombardier projects (1955-2006)
- Several postcards of Montreal, pictures of Montreal streetcars, tickets and transfers from Montreal and other cities, documentation on the Montreal bus and trolleybus network, on the Montreal subway system, and work orders from Montreal Tramways Company's Youville shops (1931-1959)

We received and processed a total of 313 research requested on various aspects of the railways.

The processing of seven archival fonds has resulted in 500 descriptive data sheets useful for researching archival documents.

education and programming

Covid 19 restrictions have been lifted, Exporail is delighted to welcome back school groups. During 2022-2023, the museum welcomed 6,042 visitors in the form of organized groups. This is a marked improvement from the previous year during which the museum received only 1,963 visitors in organized groups. As far as school visits are concerned, during winter 2023, a complete overhaul of the preschool guided tour programme has been carried out, making it more adapted to the needs of young children. This visit now includes a Thomas story, The Train, and Operation Lifesaver, which teaches railway safety.

In fiscal year 2021-2022, Exporail received financial support from Tourisme Montréal to develop 3D virtual tours. Exporail offered three tours to the public this year. The tours were presented by volunteers with expertise and by the museum's educator. The virtual tours were completed with the help of the archives and collections departments, and the animators were able to show artefacts and archives to participants. The first virtual tour, presented on June 12, focused on the 1939 Royal Visit and the Royal locomotive, Hudson type, CPR 2850.

The second virtual tour, was presented on September 25 and was focused on the history of the trams of Montreal. The third virtual tour, presented on November 20, focused on luxury and allowed participants to visit the private car Saskatchewan, famous for being the private company car of Sir William Cornelius Van Horne. The virtual tours were a success and encouraged Exporail to continue along this path for the general public and school groups.

On July 16 and 17, Exporail proposed a thematic weekend exhibiting examples of velocipedes allowing visitors to see, and even touch, objects from the museum's collection. What's more, the visitors were able to watch demonstrations of a 1958 Pontiac model from the Bytown Railway Society of Ottawa, rolling on its rubber wheels as on the road as well as its metal wheels running the rails. In addition, the 25-minute silent short film, The Railrodder, produced by the National Film Board of Canada of Canada in 1965, featuring Buster Keaton, was presented, showing the journey of the famous comedian across Canada on board a motorized rail speeder.

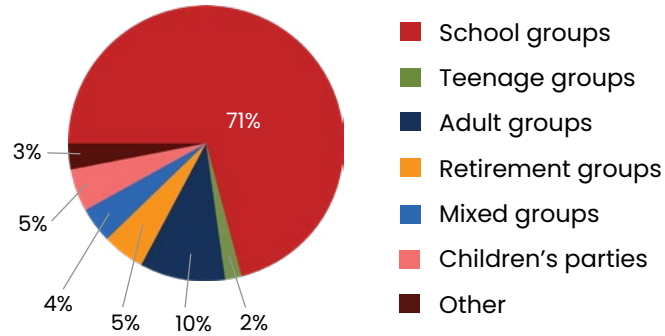


On August 20 and 21, Exporail organized its annual model train weekend, *Small trains, big trains passions*, during which thirteen exhibiting groups showcased their model trains. A total of 1,035 visitors of all ages visited the model exhibition.

After the model train weekend, Exporail rented the Lego model of the museum, built by Quélug, for a period of four months. This model was made available to the public and attracted over 3,000 visitors. The model made it possible for guides and volunteers to explain the various elements of the museum and the vehicles for young children and their families.

The most popular programming element of Exporail was the theme Railway Christmas. As part of this event, the Christmas train was a great success. The event sold 2,460 tickets. Fifteen departures took place during the three days of activity, during which visitors were able to meet Santa Claus and receive a book entitled *Thomas et ses amis Stay safe with Thomas*, brought to you by Operation Lifesaver. Another popular activity was the cookie decorating workshop. We sold 1,097 cookies.

Group distribution 2022-2023



marketing and business development

2022 - 2023 was the second year of our marketing plan.

The website was completely redesigned and delivered in August 2022 with a more detailed presentation of the museum (exhibitions and activities). Our website is now more efficient and displays our world class image. We carried out an important marketing exercise to identify and describe our different types of customer. This exercise permitted us to have targeted campaigns and offer activities, products and services that better met our customer's needs. We replenished our photo bank, changed our image and created a new brochure.

For our promotional campaigns we decided to redesign our promotions and to highlight the following message: Exporail, the BIGGEST museum in Canada, just a stone's throw from Montreal. After several studies, we realised that we had a challenge in defining the museum (Canada's largest railway museum) and its geographic location.

The information dissemination strategy has also been revised: the content of the newsletter dedicated to visitors has been reworked according to the interests of subscribers, content and social networks have been revised (archives on Mondays, programming on Thursday). The process of improving information dissemination as an

institution continues with the introduction of monthly publications from the collections department. A new LinkedIn page was also created for partnerships and the museums mission. A strategy study on this communication medium will be presented in the coming year as part of the development of the CRHA marketing plan.

In terms of the museum communications, we are working with an agency based in Montréal. The agency's mandate is to maintain our press relations, edit and distribute the newsletter to visitors, maintain the main social networks (Facebook and Instagram). We also organized 2 press events with the agency during the year: in July 2022 for the renewal of the tramway service and in November 2022 for the launch of the Railway Christmas program. These 2 events were a big success with the mainstream press which gave additional visibility to the museum and its mission.

Finally, as regards the development of new business, we worked on getting mainly business tourism (reception room rentals) with a 3-year membership in Tourisme Montérégie and its campaign dedicated to this market. We also want to develop the tour operator market inside and outside Quebec by our active participation in Welcome Québec, the must-attend bilingual event for the group and individual tourism industry.



MONTÉRÉGIE ATTRACTIONS PASSPORTS

TOTAL SALES

194 attractive passports



Événements
Attractions
Québec



TOURISME
MONTÉRÉGIE

SOCIAL NETWORKS

(to March 31, 2023)

Facebook

117 publications
401,418 people reached
10,687 interactions
10,644 subscribers
+12.44% subscribers

Instagram

99 publications and 5 stories
12,012 people reached
2,800 interactions
2,665 subscribers
+4.65% subscribers

COMMUNICATIONS

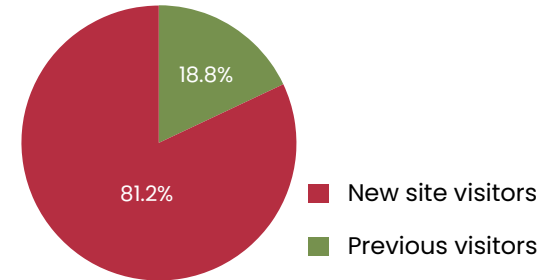
8 newsletters
4 press releases
2 press events

TOTAL ANNUAL USERS

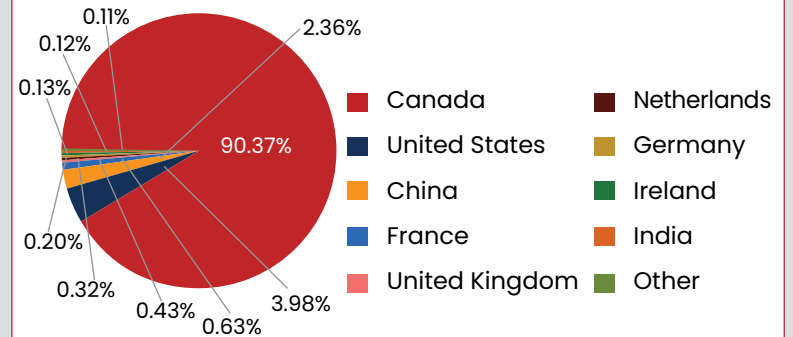
116,427 users

WWW.EXPORAIL.ORG

Site users



Users by country



The biggest railway museum in Canada

Born out of the Canadian Railroad Historical Association (CRHA), the Canadian Railway Museum, continues the legacy of the passionate volunteers who made it possible to preserve and enhance Canada's rich railway heritage.

Learn more | Play the video

01 | 04

179	8	453	130
Life-size railway vehicles	Exhibitions on display	Accessible private archives	Dedicated volunteers

rentals and gift shop

RENTALS

Starting in July 2022, a new target was set for museum rentals: increase the number of corporate rentals.

With this in mind, from April 2022, a new strategy was used, which has led to the adoption of a new rental pricing policy for room rentals.

New packages are offered according to the type of event and new rental spaces are now available for bookings, such as the Stephen Low auditorium, the Boardroom and some historic vehicles, for a total of 9 separate rental spaces.

In addition, it is now possible to hold a hybrid meeting at the Museum, using both the Boardroom and a historic vehicle.

Moreover, in the coming year, the museum will review and update the audio-visual systems of the multifunctional rooms; further develop the strategy for promoting new spaces, including the demarcation of exterior rental zones and lastly, but not least, enhancing the presence of the museum and its spaces on the various space rental and commercial filming platforms and commercial filming platforms.

A FEW FIGURES:

The busiest rental months are:
March, April and December.
In spring there are railway training sessions
and in December, holiday events.

5,777 users

158 rental days

94 days of interior rentals,
excluding filming and photo shoots

46 days of outside rentals,
excluding filming and photo shoots

11 filming and photo shoots over 16 days

2 non-commercial photo sessions

29 different organizations
have rented space

14 individuals rented space

46 days of exterior railway
practices training rentals

**42 days of theoretical
railway indoor** training rentals

9.40% are users who come from
within the railway industry

44.68% of indoor rentals
are for railway training

100% of outside rentals
are for railway

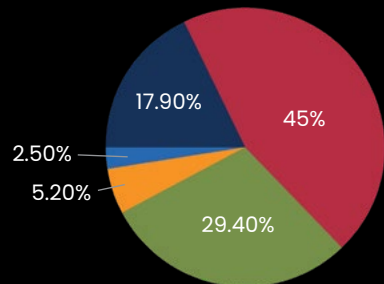


GIFTSHOP

Since July 2022, the giftshop has developed a new strategy: to increase the number of items customized with the logo of the museum. These items are intended to promote the museum's collection of objects and archives. In addition, a major update of our software store management system now allows us to keep better track of our inventory and sales.

SOME FIGURES:

We ended the year with
480 different products to sell;



- Generic but thematic items
- New books for children and adults
- Items featuring the Museum logo
- Generic items, but linked to the Museum programming
- Snacks, mostly thematic

As a result, we were able to:

- Reduce the number of generic thematic items;
- Create new products featuring the museum, such as an eraser, caps, etc. for both children and adults, and a lead pencil, a new toy locomotive with feedback, a natural cotton bag and a 12 oz glass coffee cup;
- Enhance the museum's collection by stocking the store with Canadian railway content only;
- Contribute to becoming a benchmark for Canadian railway history with our new specialized bookshop at the giftshop.

For the coming year, we will continue to work on the online store project to make it a reality and make available our personalized items and eliminate the items bearing the old logo, or which are not about Canadian railway history. We would like to also reduce our ecological footprint by increasing the number of items made of renewable materials and contribute to the Quebec and Canada economy by buying more from local suppliers.



volunteers

Volunteers of the Canadian Railroad Historical Association are an integral part of the team.

Considered an essential link in the chain, “the Volunteers” are one of the most important 6 critical success factors for planning our three-year strategic plan 2022-2025. Generous with their time, volunteers are involved in every aspect of the Association, such as railway operations. This last component distinguishes Exporail from other museums by the unique railway operating experience offered on its site.

At Exporail, several functions are filled by volunteers, from animation to maintenance of the railway equipment to support for the administration. Volunteers have the expertise that make it possible to offer several museum activities. Their skills are also useful for their participation in various committees which support the museum’s management and operations.

Here are just a few of the projects the volunteers have been involved in :

- Active participation on several committees, which impact the museum’s functions.
- Compressor and suspension repair of MTC tramway 1959.
- Repair of the tramway overhead wire and bringing back the tramway service.
- Start of work on building a new passenger car for the steam locomotive John Molson.
- Restoration of the Via dome car Sibley Park.
- Maintenance and operation of various pieces of equipment essential to our operations.
- Installation of an alarm system on the sanitary pumps to prevent flooding of the building.
- Support for the digitization of archival documents.
- The cosmetic restoration of AMT coach 827



In fiscal year 2022-2023, we experienced an increase in the number of volunteers involved.

Between April 2022 and March 2023, **144 men and women**, gave of their time and contributed **16,786** volunteer hours to Exporail and the activities of the CRHA.



membership

CANADIAN RAIL

COVID 19 may have disappeared, but its effects continue. More and more hobby stores have closed their doors or downsized, which has had an impact on sales of Canadian Rail. Some rail shows have restarted, but not all. The Greater Toronto Train Show has been definitively cancelled. It will not resume unless a new team takes over the organization.

This was to be the year that Caroline Lebon, our marketing and sales manager, would be involved in a draft marketing plan for the CRHA and Canadian Rail. We hope to set up a marketing plan to increase CRHA's visibility and membership.

We have fallen behind in our efforts to keep Canadian Rail on schedule, but we hope to catch up in the coming months. Our efforts to make our magazine almost entirely bilingual have been wildly successful thanks to our volunteer translators. We are delighted to welcome Ms. Dineen as a new volunteer translator. We always need other translators to share the workload.

Mr. Scott, from Nanaimo, British Columbia, is our new volunteer cartographer commissioned to draw maps of the Canadian Railways.

In fiscal 2022, we produced 364 pages (382 pages in 2021) of quality articles on a variety of subjects representing Canadian railway history from coast to coast.

Douglas N. W. Smith, our co-editor-in-chief

Stan Smaill, photo gallery

David Scott, cartographer

Garth Stevenson, English rereading

Jean-Maurice Boissard, French translation

Gilles Lazure, French translation

Jacques Loiselle, French translation

Lorence Toutant, French translation

Louise Dineen, French translation

Stephen Wray, CRHA Communications

Gerald Bouchard, Member Services
and membership processing

James Bouchard, Technical Support and
help with membership processing.

Gary McMinn, service provider
graphic design

Donald Emard, service
provider printing

Some 2,498 hours of volunteer work were dedicated to the production of Canadian Rail in 2022.

Of course, all the material in the world is worthless if we can't put it all together in one credible publication. We would like to thank our translators, Gary McGinn (layout artist), Don Emard of Impression Expo, and Mylène Belanger and Chantal Guérin of our archives for their help.

During the fiscal year, we received our eighth periodical grant from Heritage Canada for \$12,286, for which we thank the Government of Canada!



It is important that we consider the long-term succession of the people currently involved in the production of Canadian Rail. It is important that young members get involved to ensure continuity.

MEMBERSHIP

Special thanks to Gérald Bouchard, who takes care of the membership function.

A major step forward was taken in 2022 with the introduction of on-line membership renewal and the option of secure credit card payment.

The total number of paid-up members at the end of the fiscal year was 815 (777 last year).

We always need new members; it is imperative that we continue our membership promotion activities in 2023.

M. Peter Murphy / M. Douglas N. W. Smith,
Co-Editors in Chief

CRHA COMMUNICATIONS

Integrating the newsletter into the CRHA membership through Canadian Rail has been well received, and as an integral part of Canadian Rail, it remains a permanent record of association activities. This change enables us to communicate news in a timely fashion to our members.

CRHA Communications would not exist without contributions! I'd like to thank all the divisions for sending information about their activities. It's really great to receive and circulate this information so that our widespread community of members can have an idea of what's going on in our vast country. Thanks also to Robbie Robinson, Nadine Cloutier, Caroline Lebon, Mylène Bélanger, and the entire Exporail team for sending us regular information on Exporail and the CRHA.

Stephen Wray
Editor-in-Chief



CRHA foundation

Over the past fiscal year, the objective of CRHA's fundraising campaign was \$100,000 for the passenger car project for the John Molson steam locomotive. The committee fundraising campaign raised \$106,000. A big thank you to all the donors for their generous support of this project.

In addition, the CRHA Foundation donated \$115,000 to the CRHA over the past fiscal year.

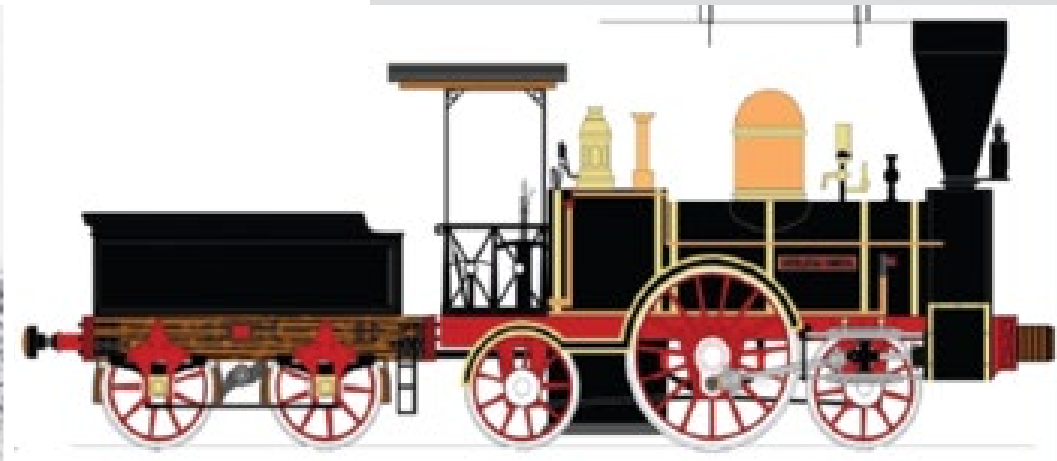
It's been another successful year for the CRHA Foundation. It received \$200,000 from CPKC for the N.R. Crump Endowment Fund, as well as an equivalent donation of \$149,789 from the Quebec government. The total value of the Foundation's assets on March 31, 2023, was \$3,374,049.

I would like to thank all those who make donations to the CRHA and the CRHA Foundation for their ongoing support throughout the past year. This support is much appreciated.

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

C. Stephen Chesley

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



CRHA awards committee

This year was exceptionally busy because we hosted the annual HRA conference (Heritage Rail Alliance).

Consequently, the announcement and notification of Awards have been somewhat delayed.

One of the award categories is Lifetime Achievement Award. In the past, there was only one winner per year. If the person you designated did not win, he or she could be reconsidered the following year.

Over the past 91 years, numerous people have dedicated themselves to this mission and have founded a magazine, written articles and books, founded railway museums, preserved history, and renovated and preserved rolling stock, all the while enriching our heritage. If we had stuck to our traditional rule, it may have meant that certain people would not have lived long enough to receive an award for their entire career. Today, we realize that more than one person could merit this award.

The fact that we have more than one winner this year does not detract from the value of the prize. As we said, it reflects the large number of people who have dedicated themselves to this mission.

This year's 2022 winners are as follows:

AWARDS OF EXCELLENCE FOR AN ENTIRE CAREER

Stanton J. Smail
Robert Sandusky
Roger Burrows
François Gaudette

BEST ARTICLE FOR CANADIAN RAIL:

"Alice Macredie", by Jean-Paul Viaud

BEST ARTICLE, OTHER PUBLICATIONS:

"Sleuthing on the Trail of Stone,"
Part 2, par Tom W. Parkin

BEST BOOK:

"People Moving People" par Kevin J. Holland
Published by Rapido Trains Inc.

PRESERVATION:

AMT 827 preservation project, Exporail

Our sincere congratulations to all the winners.

Linda Schwey
President 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, CPKC, the Regional County Municipality of Roussillon, EXO, the YMCA of Greater Toronto.



LA FONDATION DE
L'ASSOCIATION CANADIENNE
D'HISTOIRE FERROVIAIRE
THE CANADIAN RAILROAD
HISTORICAL ASSOCIATION
FOUNDATION

financial statements

Year ended March 31, 2023



INCOME

Visitor spending	\$ 747,145
Other self-generated income	\$ 249,687
Membership fees and donations	\$ 338,132
Government subsidy programs	\$ 1,074,867
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	\$ 2,409,831

EXPENSES

Museum activities	\$ 1,008,786
Operation and maintenance	\$ 1,518,460
Depreciation	\$ 73,822
	<hr/>
	\$ 2,601,068

Deficit of income over expenses	\$ (191,237)
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STATEMENT OF FINANCIAL POSITION AS AT MARCH 31, 2023

ASSETS

Current assets	\$ 1,574,875
Debt	-
Property, facilities, and equipment	\$ 5,246,132
Intangible assets	\$ 3,333
Collections and exhibition materials	\$ 1
	<hr/>
	\$ 6,824,341

LIABILITIES

Current liabilities	\$ 1,035,124
Debt and deferred contributions	\$ 3,738,782
Net assets	\$ 2,050,435
	<hr/>
	\$ 6,824,341

THE CRHA BOARD OF DIRECTORS

President	Robert Robinson
President of the CRHA Foundation	C. Stephen Cheasley
Vice-Presidents	Daniel Laurendeau Peter Murphy
Secretary	James Bouchard
Treasurer	Robert Nantel
Representative - Eastern Divisions	Ron Grant
Representative - Central Divisions	Andy Panko
Representative - Western Divisions	Bill Walker
Representative - City of Delson	Jean-Michel Pepin
Representative - City of Saint-Constant	Natalia Zuluaga
Members - Directors	François Hébert Luc Hamilton Linda Schwey Howard Davidson Fiona Murray Doug Bellevue François Gaudette

EXECUTIVE COMMITTEE

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

Collections Committee	chaired by Daniel Laurendeau
Membership Committee (including Canadian Rail)	chaired by Peter Murphy
Audit Committee	chaired by Howard Davidson
Awards Committee	chaired by Linda Schwey
Finance Committee	chaired by C. Stephen Cheasley

PERMANENT STAFF

Executive Director	Nadine Cloutier
Collections - Exhibitions - Restoration	Jean-Paul Viaud
Registrar of Collections	Alexandra Lamoureux
Archives - Exhibitions	Mylène Bélanger
CPKC Archival Technician	Chantal Guérin
Volunteer and Operations Management	Sylvain Bissonnette
Customer Service, Programming, and Education	Matthew Gauthier
Reception room rentals and film shoots - Gift shop	Marie-Anne Durocher
Accounting	Stéphane Ste-Marie
Buildings and Grounds	Stéphane Fillion
Marketing and Sales	Caroline Lebon
Administration	Jacqueline Chiasson



EXPORAIL
LE MUSÉE FERROVIAIRE CANADIEN
THE CANADIAN RAILWAY MUSEUM

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