

LOOKING FORWARD

Association of Tourist Railways and Railway Museums



Don Evans
November 9, 2011

Getting Together - Background

- First Discussions held Strasburg, April 2010
 - Boards agreed to start working together
- Organizational Working Group
 - Met July 2010 in Chicago, then several times since
- Joint Strategic Plan – March 2011
 - Developed a plan to move forward to combine
- Communication to Members September 2011
- Chattanooga November 2011 – Here we are!

Why Do We Do What We Do?

- Shared passion for our experiences
 - We grew up with trains
- Believe we have a story worth telling
 - Significant part of our continent's history
- Preservation of this heritage in various ways
- Love of trains
- Return on our investment, make money

There are a great many shared interests

Our audiences are similar....

- Ourselves - Our own nostalgia and memories
 - Good today, but we a declining market (in case we hadn't noticed!)
- Families – Entertainment / Engagement / Education
 - An experience for family members of both genders and all ages
- Tourists – Looking for diversity and local learning
 - First impressions critical, things that move are powerful
- Communities – unique sites for community use, heritage as well as arts and culture, special events
 - Maximize the utilization of your site or railroad
- Young People – a key to the future, need a fast grab and new technology approaches, active engagement
 - How do we get them? They are the key to our future sustainability.

Fundamental Premise

By joining together ARM and TRAIN into a new single organization, we will provide better value (more services for less cost) to our members and contribute to the long term sustainability of our industry.

**Discovered that we have more
Similarities than Differences**

Working Together – a Good Start

Since April 2010, many steps in this direction have already been implemented including:

- The new RMQ / TrainLine publication
- Joint Conferences every year starting with Chattanooga in November 2011
- A single advocacy voice in regulation matters
- A shared Executive Director
- A joint strategic plan

Experiences to date in our working together have been very positive and productive.

Core Decision Taken

To create a single new organization (using the simplest possible legal path) by 2012.

Our Shared Vision – by 2020:

- We are a single voice
- We hold a single annual convention
- We have a single publication
- We have a single board of directors
- We are a unified voice in advocacy / museums and regulation
- We have an active younger generation
- Every museum and tourist railroad wants to belong
- We have a new name and identity
- We have purchasing pools in operation
- We have pooled advertising and promotion
- Our members represent our communities in make up

Naming the Organization

Association of Tourist Railways and Railway Museums (ATR&RM)

- This name has been chosen for now as it clearly describes who and what the organization is. It is open to be changed to a branded name in the future.
- A contest to name the new combined publication will be launched immediately, with final selection of the name by a committee of the two boards and Aaron Isaacs, Editor

Timeline for Process

- **Summer 2011** Documents from the July planning session to be sent to both boards for review and concurrence (Complete)
- **September 2011** - Major communication will be sent to members of both organizations, opportunity for input (Complete)
- **November 2011** - Presentation at Chattanooga conference (Wednesday AM Plenary) with question period – call for consensus of members there to proceed to develop further details.
- **Spring 2012** Draft by laws and implementation documents ready to be reviewed and approved by both boards of directors
- **Fall 2012** Hold formal vote to approve the creation of the new organization

Incorporation and Bylaws

- The current plan is to incorporate the new organization in state of Illinois (unless some reason not to emerges)
 - this appears to be the easiest path to follow
- Work to create a new set of by laws for the new association (Bob Opal lead) will commence following the presentation in Chattanooga in November 2011
 - Aim to have the by-laws as simple as possible – they should enable, not restrict
 - The attorneys will do the drafting of the mechanics
 - Choose the simplest legal process possible
 - Timeline for bylaws / documents
 - Start immediately after the Chattanooga conference
 - Drafts ready for boards to approve in Spring 2012

Board Structure

- Today, the two organizations have a total of 23 directors; ARM has 9 and TRAIN has 14. The board of the new Association of Tourist Railways and Railway Museums will have a board of 15 elected directors, who provide skilled leadership and come from a cross section of the membership of both organizations today
- Timeline
 - Current boards continue through 2012
 - Upon approval of the new organization in Fall 2012, the two boards will be combine into one board
 - New board of 15 to be elected by the joint membership for fall 2013

ATR&RM is a Trade Association

The Association of Tourist Railways and Railway Museums is an umbrella organization that serves a variety of enterprises that operate / preserve railway heritage.

- All member needs are served through:
 - Shared efforts in areas of common interest (eg. Education, regulation, preservation, operations)
 - Specialized efforts in areas of special interest groups of members:
 - Eg. Forums, committees, conference seminars, networking opportunities

The approach is one of inclusivity, avoiding specific structures but meeting the needs of the various core groups of members. (possible special interest groups)

Membership

A simple structure of only two membership classes will be adopted by ATR&RM:

- Organizational members – open to any enterprises that are active in the fields of tourist railway operations and/or railway museums / preservation. This includes both non-profit and for-profit enterprises. Each member holds a single vote on behalf of their organization
- Commercial / Vendor members – open to organizations that provide services and materials to organizations such as tourist railways and railway museums. Each member holds a single vote

Membership Dues

- A graduated scale to make ATR&RM affordable for all sizes of Organizational Members
 - Annual dues structure (based on member operating budget) ranging from a low of \$100 to max. of \$600 has been proposed and looks sufficient to support a first ATR&RM budget
 - Most current members would have a lower rate at this scale
- A fixed rate for Commercial / Vendor members
 - Rate of \$750 being proposed

Dues structure will be finalized with first budget.

Benefits & Services

Core services:

- Conferences – Spring and Fall, ensure we build on technical sessions for our various special interest groups
- Advocacy – both regulation and museums
- Best practices (eg. ARM's Recommended Practices)
- Standards – Operating, Preservation etc.
- Networking opportunities through both events and electronic means
- High quality publication
- Support to members on issues of common interest
- Parts sourcing / sharing

Benefits & Services

Future services could include:

- Some form of marketing on behalf of members – to drive customers to our members
 - Website development and support for example
- Establishment of special interest committees for groups of members
- Joint purchasing / shared services

The goal here is to provide all services that have been provided by both organizations in the past, providing them in an equal to or better manner than before, then looking at additional services to be added.

Benefits & Services

Vendor / Commercial member benefits:

- Expanded reach at lower cost:
 - Only one organization to belong to
 - Single annual conference with greater number of attendees
 - Belong to an organization that supports their customers
- Other benefits
 - Comp. exhibit space at the annual conference
 - Discount on ads (member rate) in the publication

ATR&RM Strategic Plan

In addition to working on the development of the ATR&RM organization, the joint TRAIN / ARM Strategic Plan is also working on some other key developments.....

Key Objectives – Member Services

Core Strategy – to improve on and increase the core products & services that we provide to our members such as website, meetings & conferences, publications, institutional development, standards, education, interpretation and access to other information / resources.

SRP – 1 Joint conferences

SRP – 2 ARM Technical Publications

SRP – 3 Recommended Practices for Railway Museums

SRP – 4 Technical & operating support to heritage railways

SRP – 5 Implement shared parts sourcing and information for both ARM and TRAIN members leveraging and building off ARM's current process.

Key Objectives – Marketing / Comm.

Key Strategies - Develop shared communications for ARM / TRAIN members as a first priority, continue with single publication. Select a name for the new organization in due course.

CM – 1 Develop strong member communications through the development of ATR&RM
- Publication plus news blasts

CM – 2 Develop electronic media, single new website, social media and blogging

CM – 3 Develop marketing and branding for new organization

Key Objectives - Advocacy

Key Strategy : Establish a combined approach to influence both regulatory issues and museum advocacy issues on behalf of both TRAIN and ARM.

- A-1 Railway Regulatory Issues – Bob Opal
- A-2 RSAC – Bob Opal
- A-3 Museum / Heritage Advocacy and grants
- A-4 AAM / Museum Accreditation
- A-5 AASLH

Your Input Counts

As you can see, much work has been expended by both organizations to date in developing this direction for the future. Your input is important as this is the future to support you, as a member of either ARM or TRAIN (or both as many of us already are).

Question / Comment Time

We welcome your questions
and any input at this time...

Show of Support

Your boards of directors are unanimous that work towards ATR&RM should continue, but would like your show of support before embarking on the next stage of work.....

Your support means that work will continue to put the details of the new structure together, with plans to bring forward a request for formal approval by the membership at the 2012 Conference in Montreal.

Your Views....

Please raise your hands if you support proceeding – one person per TRAIN / ARM member as best you can.....

In favor to proceed?

Opposed?

Thank you!

- Announcements; Survey, Rick re TRAIN meeting, Conference Committee