



LE VIEUX-PORT DE MONTRÉAL

SO MUCH TO GO BACK FOR.

Annual report



2005-2006



Table of Contents

Overview for the Year	3
Working towards a new vision for the future of Montréal	3
A better adapted organizational structure.....	3
A critical context for the Corporation.....	4
The Corporation's general performance.....	4
Message From the Chairman of the Board	6
Message From the President and Chief Executive Officer	7
The Corporation	8
Mandate	8
Governing statutes.....	8
Mission.....	8
Products and services	8
Social responsibility	9
Commitment to quality	10
Environmental responsibility	11
Performance assessment.....	12
Governance	32
Board of directors.....	32
Governance	34
Risk management.....	35
The Organization	37
Senior management	37
Human resources management	38
Financial Resources	39
Financial analysis.....	39
Management's responsibility regarding the financial statements	50
Auditor's report.....	51
Financial statements	52
Partners	64

Overview for the Year

WORKING TOWARDS A NEW VISION FOR THE FUTURE OF MONTRÉAL

The Old Port of Montréal ensures an important federal presence in downtown Montréal and plays a vital role in revitalizing the city's waterfront sector.

With its mandate to strengthen and promote this federal presence, the Corporation is well placed to make an active contribution to the New Deal for Cities and Communities unveiled in October 2004. Important players in Montréal consider the Old Port to be a major attraction in the city's cultural offerings and tourist services and a structuring element for Montréal's economic development.

Twenty-five years after its creation, the Corporation is at a turning point in its existence, where the long-term sustainability of the facilities being managed and the programming offered to the public are being threatened by a lack of stable and recurring funding. The Corporation must continue its mission and protect its facilities with a long-term vision allowing for clear development themes, investments and a stable framework for action.

The Corporation's management continued the work which began in 2003-2004 with its mandate review to renew the vision for developing the Old Port and for establishing an appropriate plan for the next ten years. Thus, the government selected one of the three development scenarios that were prepared at its request and submitted in December 2004. This scenario, which is central to the *2005-2015 Development Plan*, was the subject of various studies and analyses, such as opportunity and feasibility studies, cost assessments and implementation strategies. The Corporation's management team made considerable efforts and devoted substantial funds to this process this year.

The projects included in the *2005-2015 Development Plan* were developed in accordance with the federal objectives for the Old Port of Montréal. The amenities being considered should resolve many of the challenges related to site accessibility, seasonality of activities and the deterioration of the facilities. With the introduction of year-round activities that showcase the knowledge economy, the dissemination of culture and the interpretation of a maritime heritage, the

implementation of the *2005-2015 Development Plan* will once again assert the Old Port's vocation as a cultural and tourist destination without equal in Montréal and will contribute to the quality of life of Montrealers. Thus, the Corporation will have the means to attract, keep and bring back visitors throughout the year.

Several meetings were held with major players in Montréal's recreational tourism and economic community in connection with the work related to preparation of the *2005-2015 Development Plan*. Prominent players such as the city of Montréal, Tourisme Montréal, the Société du Havre and the Board of Trade of Metropolitan Montréal have officially given their enthusiastic support to the Old Port's *2005-2010 Development Plan*.

The Corporation submitted its *2005-2015 Development Plan* to the government in the fall of 2005, via its designated minister, and the government approved the plan in principle. The election call made it impossible to obtain the funding required to implement phase one of the *Plan*. The Corporation will redouble its efforts in 2006-2007 to obtain the support that it requires.

A BETTER ADAPTED ORGANIZATIONAL STRUCTURE

The Corporation underwent some organizational transformations by creating the Vice-president's office for the Quays of the Old Port, which was officially named in May 2006. This stems from the re-definition of the Corporation's business model, which is defined around two business units—the Quays of the Old Port and the Montréal Science Centre (MSC)—supported by expert corporate services. The distinct customer profile for these two business units and the particular nature of each unit's activities are among the factors which led to this re-definition.

As a result of the implementation of this new business unit, the Corporation's organizational structure had to be reorganized, with some management units being transferred from one vice-president to another. The Quays of the Old Port unit therefore takes responsibility for products and services which help disseminate the arts and Canadian diversity and which showcase the site's

maritime and harbourfront history, as well as recreational and tourism activities, visitor services and commercial activities and services, such as parking facilities.

The creation of the Quays of the Old Port unit makes it possible to position the Quays' products and services in the same way as those of the MSC. Each business unit therefore benefits from a distinct vision and positioning allowing it to more efficiently develop the Old Port's products and services and to assert the Old Port's role as a year-round recreational and tourist destination that is not to be missed.

A CRITICAL CONTEXT FOR THE CORPORATION

Events Beyond the Corporation's Control

Several events in the general operating environment that were beyond the Corporation's control had a major impact on its performance during the 2005-2006 fiscal year.

To begin, there was the boycott of cultural outings by Québec teachers. The boycott was in effect from September to December and had a major impact on the number of visitors at Québec cultural institutions, including the MSC. Although these pressure tactics were discontinued in December, the situation will only return to normal in September 2006, given the time required to plan and reserve school outings.

The sharp rise in gasoline prices during the summer had repercussions in terms of the number of boats in the Old Port. Fewer vessels came through the locks or made stops at the Old Port's Port d'escale. This increase in gas prices was also coupled with several days of extreme heat. Visitors tend not to come out and visit the Old Port on hot days since there is still little shade.

A Changing Environment

The announcement of major development projects in the Old Port's immediate surroundings held the Corporation's attention. The Montréal Port Authority issued a request for proposals for the redevelopment of the No. 5 grain elevator and the surrounding site. This project could begin in the medium term and would strengthen the sector's role as a tourist area. There was also the Peel Basin Entertainment Complex proposed by Loto-Québec in collaboration with the Cirque du Soleil, which the

Corporation supported. The developers dropped this project as a result of pressure by various groups.

Where the Société du Havre is concerned, the vision unveiled in the spring of 2004 is being implemented with the creation of coordination committees to plan work in the various sectors. The Corporation is actively involved in these committees' discussions to ensure that its voice is heard and that the issues which affect it are taken into account.

The Corporation also continued its discussions with the city of Montréal, the Société de transport de Montréal and the Société de développement commercial du Vieux-Montréal to ensure that both Old Montréal and the Old Port receive better public transit service and that a solution is found to resolve the chronic access and traffic problems in the area. This action has been praised by the Montréal community as well as by individuals who reside and work in Old Montréal.

THE CORPORATION'S GENERAL PERFORMANCE

Number of Visitors

The Old Port of Montréal is one of the city's most popular tourist attractions. Despite the efforts made to ensure that the Old Port offers an attractive array of products and services year round, attendance objectives for the site were not achieved. The 2005-2006 fiscal year ended with a total of 5,533,208 visitors to the site, down slightly by 2% compared to last year. Attendance during the summer decreased 6% while the number of visitors during the winter months increased 13%.

Events beyond the Corporation's control had a major impact on the attendance numbers recorded. However, it should also be noted that in spite of its rich and diverse summer programming, the Old Port does not hold any major signature event due to a lack of funds. The end of the Mosaïcultures event in 2003 has resulted in a substantial drop in the number of visitors, which the Corporation would like to bring back by re-positioning itself, among other things.

The MSC felt major effects as a result of the boycott of cultural outings by Québec teachers. Ultimately, attendance numbers were down 2% compared to 2004-2005. However, despite these situations, most of the Corporation's revenue objectives, both for the

Quays of the Old Port unit and the MSC, were achieved.

Programming

There was a substantial increase in programming this past year. A total of 404 days of shows were held at the site, a rise of 136% compared to last year. The Cirque du Soleil, *Dino-Fossils*, *Montréal respire le livre*, the *Feux sur glace TELUS* and the *Montréal High Lights Festival* were some of the events that explain this substantial increase.

Parking fees, which are a major revenue source for the Corporation, increased 17% compared to 2004-2005 as a result of programming. This result is attributable to the Cirque du Soleil. However, the Cirque du Soleil does not hold shows on the site every year.

A study has shown that visitors to the Quays of the Old Port have a 90% rate of satisfaction.

As for the MSC, a new temporary exhibition—*X-treme Rotation*—was inaugurated in addition to the *Technocity* and the *Eureka!* permanent exhibitions. Three “expo dossiers” and two conference cycles, as well as three major theme events geared towards adolescents and families, were also held. The Corporation was also very innovative in presenting *SK8 Crazy* and *NOX...*, two events geared specifically towards adolescents. The *Robofolies* exhibition was held once again, as were a multitude of other cultural and educational activities. The MSC also hosted the annual conference of the Canadian Association of Science Centres, bringing together 160 participants—a record number.

The Corporation secured the financing for the renewal of the MSC’s permanent exhibitions to be inaugurated in the fall of 2007 thanks to a donation made by the Montréal Science Centre Foundation after a major agreement was signed with TELUS.

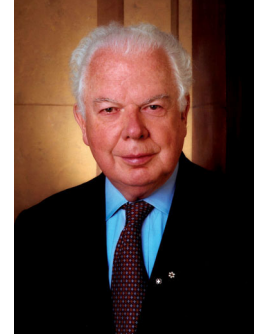
Effectiveness

In November 2005, the Corporation received customer service accreditation from the Bureau de la normalisation du Québec. The Corporation also improved its management tools and processes. It now has a brand new ticketing system and has implemented computer-assisted maintenance management software. Increased security for computer operations made it possible to secure the computer servers and to complete the emergency backup plan. The Information Technology Department was also set up in premises adapted to its needs. It should also be pointed out that phase one of the total compensation policy review was completed with the development of a job assessment system.

Finally, the Corporation began developing marketing plans for each of its business units and began re-branding the Quays of the Old Port. It also repositioned this unit and provided it with a new logo. Improvements to management tools resulted in the implementation of clientele studies. A study of the clienteles for the Quays of the Old Port and the MSC will also be conducted over a 12-month period.

Message From the Chairman of the Board

The 2005-2006 fiscal year was one of uncertainty for Old Port of Montréal Corporation's Board of Directors. After more than five years since the Corporation's mandate review and after three proposed solutions were submitted to the government to ensure the Corporation's operation and sustainable development while maintaining the annual contribution at the same level, no funding source has been identified and there is still no certainty regarding the Corporation's future.



Based on the recommendations following the Corporation's mandate review, we presented solutions to the government which would ensure the conservation and maintenance of the assets via the transfer of custody thereof, together with the necessary funding, from PWGSC to our Corporation. In order to allow for long-term planning and to increase our business and social performance, we proposed that the government pay a stable, recurring annual contribution that reflects the government's financial means and that would enable the Corporation to enter into business agreements and partnerships to be able to offer the public quality products and services that are in keeping with its mandate and the objectives set by the government.

We submitted the *2005-2015 Development Plan* to enable the government to plan its long-term investments and to ensure the development of an asset under its responsibility, while contributing to the quality of life of the community and to the economic growth of a major Canadian city. This *Plan* provides an international-calibre heritage site with the facilities and infrastructures required to strengthen its positioning and therefore to have a major achievement in terms of urban planning and development along the waterfront. Although phase one of the *Plan's* implementation was adopted in principle, and in spite of the substantial support received from members of the community, particularly the city of Montréal, Tourisme Montréal, the Société du Havre and the Board of Trade of Metropolitan Montréal, the election call made it impossible to confirm funding and the Corporation will now be required to propose viable solutions to the new government.

Moreover, although the Corporation is a subsidiary of the Canada Lands Company Limited (CLC), these two companies submitted an application to the government in 2003 to have the Corporation be subject to Part X of the *Financial Administration Act* as though it were a parent Crown corporation. If the application went through, the appropriate minister would be directly responsible for appointing the Corporation's directors and nominations would be made in accordance with new governance measures applicable to the appointment of directors for parent Crown corporations. It is our hope that this work will be completed in 2006-2007.

In closing, on behalf of the members of the Board of Directors, I would like to applaud the efforts made by the entire management team, which managed to stay the course, increase our revenues, control our costs and begin renewing our products and services in spite of all the uncertainty while always remembering the very core of our mission: to serve Canadians and showcase the nation's heritage.

The Chairman of the Board,

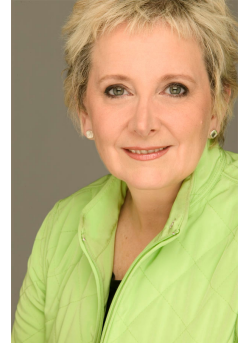
A handwritten signature in black ink, appearing to read 'Bernard Lamarre', written in a cursive style.

Bernard Lamarre, Eng. O.C., O.Q.

Message From the President and Chief Executive Officer

Stay on course! This was our motto for 2005-2006. Our team needed energy and creativity to meet the numerous challenges before us.

After all the work done since 2003 regarding the future of the Old Port site, one of our major challenges was to initially prepare the three development scenarios proposed in November 2005 and three options for implementing the scenario chosen. To do this, we invested both time and money and had our staff and consultants carry out technical and feasibility studies and cost analyses and develop implementation and modelling strategies. There were also numerous consultations with local stakeholders, industry partners and associated corporations whose letters of support are a testimony to the importance of our *2005-2015 Development Plan* and the expected impacts. We are satisfied with what has been accomplished and with the support that we have received to date, and hope that the new government will give the final approval and the financing needed for Phase 1 of the *Plan* so that we can proceed with its implementation in 2006-2007.



We also worked with PWGSC to prepare for the transfer of the custody of assets. It should be pointed out that this transfer is a priority for the Corporation. Day after day, we see how our infrastructures are aging and that preventive building maintenance is required to extend their useful lives. The Corporation and PWGSC, which owns the assets, agree on the work that needs to be done each year, but must consistently face the challenge of securing the necessary funding. As a result, urgent work is postponed year after year and the risks only increase for the government, PWGSC and the Corporation.

Making up for the shortfall resulting from the boycott of cultural outings by Québec teachers was yet another major challenge. Given that the Montréal Science Centre has become more of an educational tool rather than merely a reward over the years, this boycott resulted in a major revenue decrease. I praise the efforts made by my team members, who creatively attempted to minimize the impacts of this situation beyond our control. The summer heat wave, which affected the performance of the activities on the site during July and August and which considerably reduced attendance numbers, was yet another challenge.

From a different perspective, we are proud to have finally created the office of the Vice-president, Quays of the Old Port, and have asked Mr. André Jean Lauzon, a well-known manager in Québec's recreational and tourism sector, to join our team. Our challenge in the past year was to establish our mission and to reorganize this new business unit's products and services. We therefore reviewed the Old Port Park's brand and positioning and redefined its identity by giving it a new name—Quays of the Old Port—and a new logo and by developing principles for renewing its products and services. While we are aware that all this was an ambitious undertaking, our team remains determined to create an experience that will make a difference in Montréal's cultural offerings and that will be in keeping with the ambitions of a great city such as Montréal. I would like to thank everyone who worked on this project.

Finally, the Corporation began renewing the employment contracts with its unionized employees in a positive and constructive working climate. The two parties worked together and major progress was made such that most of the normative agreements had been settled when the contract expired. The next steps will be crucial and must lead to an agreement on monetary aspects and to the signing of an employment contract before the summer season begins. We are very confident that our teams will succeed in doing this. I would also like to recognize my colleagues' efforts in reviewing our compensation systems and policies this year. This exercise required objectivity, rigour and availability on the part of everyone involved, and the results of this work will ensure the fair treatment of all of our employees.

President and Chief Executive Officer,

A handwritten signature in black ink that reads "Claude Benoit".

Claude Benoit, C. M.

The Corporation

MANDATE

The Old Port of Montréal Corporation Inc. (the Corporation) was created by the government of Canada with the mandate of developing, and promoting the development of, the Old Port of Montréal's territory, and of administering and managing Crown property.



The territory of the Old Port of Montréal, which represents an area of 47.3 hectares, is 2.7 km long and lies along the St. Lawrence River, bordering on Old Montréal. It has been recognized

historically in two ways: the Eastern and Central sectors and part of the Western Sector were recognized in the historic Old Montréal burrough in 1997 and the Western Sector has been a part of the Lachine Canal National Historic Site since 1996.

The Old Port is near Pointe-à-Callière, where the city of Montréal was founded, and Saint-Laurent Street, for which the section between the Old Port and Jean-Talon Street is classified as an historic district by the Historic Sites and Monuments Board of Canada.

GOVERNING STATUTES

The Corporation is a business corporation incorporated on November 26, 1981 under the *Canada Business Corporations Act*. It is a wholly-owned subsidiary of the Canada Lands Company Limited (CLC), a Crown corporation registered under Part I of Schedule III of the *Financial Administration Act*. In accordance with Order in Council P. C. 1987-86, the Corporation is subject to certain provisions of the *Financial Administration Act* as if it were a parent Crown corporation, listed in Part 1 of Schedule III. Until February 2006, the Corporation reported to Parliament on its operations through the Minister of State (Infrastructure and Communities), the Honourable John Godfrey. It now

reports through the honourable Lawrence Cannon, Minister of Transport, Infrastructure and Communities.

At present, the Corporation fulfills its mandate in the name of, and on behalf of, the Minister of Public Works and Government Services Canada (PWGSC), who holds title to the federal assets and has responsibility for their maintenance and conservation for the benefit of the Crown.

MISSION

The Corporation's mission is to manage, develop, and hold activities on an urban recreational, tourist, and cultural site and a centre for entertainment and discovery.

PRODUCTS AND SERVICES

The site of the Old Port of Montréal is an exceptional location for walking, entertainment, discovery, learning and relaxation. The Corporation offers a wide array of services and reaches a vast clientele composed of children and adults, Montrealers and Canadian and foreign tourists alike.

Promoting the Development of the Old Port of Montréal's Territory

In accordance with its mandate, the Corporation must put in place the basic infrastructures, equipment and services to:

- Satisfy the public's interest;
- Contribute to the sector's commercial development;
- Invest in the refitting or construction of certain buildings.

Project cost assessments and feasibility analyses, calls for tenders, the conclusion of public works, service and supply contracts, the planning and performance of work, as well as transactions with purchasers or concession holders are some of the services provided by the Corporation within this framework.

Administering, Managing, and Maintaining Property

The Corporation is responsible for ensuring the adequate maintenance of the Quays, as well as the related land, buildings, equipment and facilities. Their conservation and maintenance as well as urgent work satisfying health and safety standards are under the responsibility of PWGSC, the custodian of the assets. Security, maintenance and mechanical services, the development of green space and environmental management services make the Old Port site enjoyable, clean, safe and functional for commercial operations and public attractions. The conservation and protection of the site's architectural and landscape heritage should be ensured with regular maintenance and well as repairs to and the preservation of buildings and equipment, with the resources at its disposal.

Managing, Developing and Holding Activities on an Urban Recreational, Tourist, and Cultural Site

The Corporation ensures the management of a vast site including an urban park as well as an institution for the dissemination of scientific culture. The Quays of the Old Port business unit is in charge of showcasing the site's historical, maritime and harbourfront character as well as the variety of programmed events offered throughout the year. Within this context, the Quays of the Old Port unit:

- Offers on-site hospitality and information services;
- Produces events such as *Feux sur glace TELUS* ;
- Ensures that events organized by outside producers are held on the site;
- Manages La Balade, the Port d'escalade as well as locks n° 1 and 2 at the Lachine Canal;
- Ensures that concession holders operating maritime, sporting or outdoor activities or a variety of restaurant services set up and maintain operations;
- Operates a refrigerated outdoor skating rink during the winter;
- Manages parking facilities.



The Montréal Science Centre business unit is in charge of:

- Developing and presenting permanent and temporary interactive exhibitions in the field of science;
- Developing and presenting cultural and educational activities in the field of science;
- Operating the IMAX® TELUS Theatre and the movie game;
- Ensuring corporate rental services;
- Managing parking facilities as well as concession holders.

Corporate services support the work of the two business units, assuming responsibility for:

- Operations required for site management;
- Financial and administrative matters, as well as information technology management;
- Human resources management;
- All activities related to marketing, communications, the search for partners and relations with various partners in the private sector, Canadian or foreign museums and the various levels of government.

SOCIAL RESPONSIBILITY

The Corporation's social responsibility is primarily defined by three government objectives, which were reiterated and supported by the guiding principles for development resulting from the public consultations in 1985-86:

- **Improve urban living conditions and public access to the river**
 - ✓ *Everyone should have access to the site and be able to circulate freely and easily.*
 - ✓ *All development should preserve or highlight the exceptional vistas of the site itself, the river, and the city.*
 - ✓ *All development should reflect real collective needs for which the site is particularly appropriate.*
- **Protect and promote Canadian cultural heritage**
 - ✓ *The Old Port's significant historical, maritime, and harbour relics should be highlighted.*
- **Contribute to economic development efforts**
 - ✓ *The Old Port should encourage and support rather than compete against neighbouring areas.*
 - ✓ *Make the Old Port's development a complementary part of the development of greater downtown Montréal area.*
 - ✓ *Encourage the participation of the various levels of government in the planning and management of its development.*

In each of its endeavours, the Corporation is concerned about preserving visual contact with the river. Access to the site, as well as to a large number of activities, is free. The programming which it offers is chosen based on events suitable for the particularities of the site and that meet the needs of customers and the Old Port's environment. Given the nature of the Corporation's operations, its concerns are always focussed on the visitor. In this respect, the Corporation is responsible for offering visitors top-quality service.

As a leading social player, the MSC plays an important role in educating young people in the fields of science and technology with its activities and contributes to promoting innovations and training teachers and the next generation of scientists. Due to its involvement in the scientific community, the MSC has become a hub for players in the education sector and museums, scientific associations and scientists themselves. Through the MSC, the Corporation seeks to encourage young people to develop a taste for a career in science so as to train the next generation of scientists and to meet the challenges facing researchers and companies. It works together with other organizations to ensure that young people in underprivileged areas also have access to the exhibitions. In so doing, the Corporation hopes to contribute to help build each person's future in demystifying and teaching science and technology.

The Corporation, which is responsible for managing a unique national heritage site, attempts to preserve facilities to the best of its abilities. It is aware of the value of the site's relics and takes action with the means at its disposal. In addition, it disseminates the quality and diversity of Canadian culture as well as that of its communities through its programming. The Old Port Quays is an important part of the urban landscape and is one of Montréal's cultural and tourist attractions.

The Corporation plays an active role in community life and is in constant contact with Montréal organizations and institutions. It is a member of the Société du Havre's executive committee and a member of the Board of Directors of the Conseil québécois de l'industrie touristique. The Corporation is also involved in the work of Culture Montréal, the Table de concertation du Vieux-Montréal and the Regroupement des organismes culturels du Vieux-Montréal. It is also in constant dialogue with the Association des résidents du

Vieux-Montréal to optimize the spin-offs from its activities on the quality of life of residents.

The Corporation is a corporate citizen of Montréal and makes its voice heard when investments must be made for the conservation and enhancement of assets and infrastructures, the improvement of citizens' quality of life and safety, and local economic and cultural development.

There is no doubt that enhancing the federal Old Port site, its facilities and its heritage aspects and increasing the number of quality cultural and recreational activities offered contribute to the city's cultural and socio-economic vitality, to its recognition and to its national and international visibility.

COMMITMENT TO QUALITY

In 2005, the Corporation received accreditation from the Bureau de normalisation du Québec regarding the *Customer services – Attractions and Events* standard.

This accreditation affects all of the Corporation's activities, employees at all levels and concession holders and partners involved in its activities in one way or another. Requirements pertain to customer service, equipment, human resources, security, and respect for the natural and human environment.

The commitment to quality that is the basis of this accreditation is primarily aimed at contributing to customer satisfaction and ensuring that a visit to the Old Port of Montréal is a memorable experience.

Our commitment to quality is more than a slogan. It is a source of motivation for our entire team, whose members undertake to:

- Greet visitors warmly, courteously and efficiently.
- Ensure the safety of visitors and their property.
- Provide clear, complete and accurate information in all of our communications to visitors.
- Show consideration to persons with specific needs or limitations.
- Learn more about visitors' needs so that our products meet their expectations.
- Provide visitors with clean, appropriate equipment that is in perfect working order and that meets the current safety standards.

- Promote the safeguarding of natural resources and put in place responsible environmental practices.
- Comply and ensure compliance with the code of ethics of the tourist industry and with the standard for service quality in the attractions and events sector.

ENVIRONMENTAL RESPONSIBILITY

The Corporation's commitment to protect the environment, which was ratified by its Board of Directors in 2003, reads as follows:

The Old Port of Montréal Corporation Inc. (the "Corporation") recognizes the importance of incorporating protection of the environment as effectively as possible in the management of the Corporation's activities and intends to make continuous efforts to promote this principle with its employees, partners and customers.

With this objective in mind, the Corporation undertakes to:

- Respect legislative and regulatory requirements in effect relating to the environment;

- Constantly improve its effectiveness to increase its environmental performance;
- Prevent pollution.

The Corporation plans to take the following steps to achieve this objective:

- Make its employees aware of their role and obligations to protect the environment, provide related training and make them appropriately accountable for their actions;
- Minimize the risk of site contamination resulting from the Corporation's activities;
- Promote the application of principles of reducing, reusing, recycling and enhancing;
- Set clear and measurable environmental objectives and ensure a regular follow-up;
- Reduce energy consumption;
- Make partners working on the site aware of the Corporation's environmental commitment and manage the environmental impacts resulting from their activities on the site;
- Submit a semi-annual progress report to the Board of Directors setting out the Corporation's environmental performance.

PERFORMANCE ASSESSMENT

The Corporation's performance objectives are presented according to the new organizational structure and are grouped together under three key sectors of activity:

- Management and development of the Quays of the Old Port;
- Management and development of the Montréal Science Centre;
- Effective, efficient and cost-effective management of the Crown corporation assured by corporate services.

Sector: Management and Development of the Quays of the Old Port

Performance Summary

OBJECTIVE: TO SHOWCASE THE SITE'S MARITIME AND HARBOURFRONT CHARACTER AND CONTRIBUTE TO THE DISSEMINATION OF CANADIAN HISTORY AND CULTURE

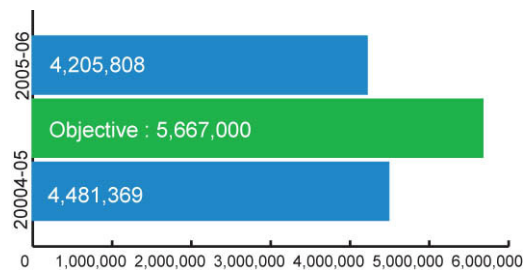
TARGETED RESULTS

❗ *The number of visitors to the site during the summer declined 6%*

✅ *The number of visitors to the site during the low season increased 13%*

ACHIEVEMENTS

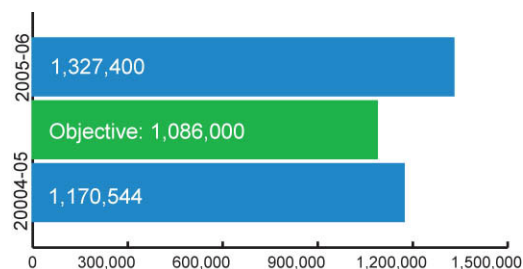
Number of visitors to the Quays from 1/04 to 30/09



Achievement:
26% less than the objective set.

Although attendance was up from April to June (+13 %), in particular due to the Cirque du Soleil, there was a 17% decline in July and August due to a heat wave.

Number of visitors to the Quays from 1/10 to 31/03

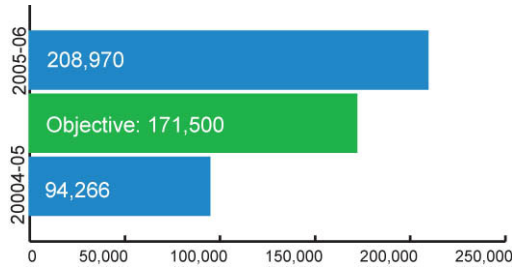


Achievement:
22 % higher than the objective set.

This remarkable increase in attendance numbers is largely attributable to winter programming, in particular the *Feux sur glace TELUS*, as well as good weather in December. The number of visitors to the site doubled in December, January and February, an increase of more than 100,000 visitors compared to the winter last year.

✓ Additional revenues related to programming offered on the Quays amounted to close to \$115,000

Programming revenues – Quays of the Old Port (\$)

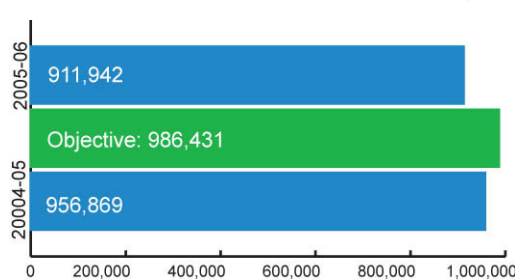


Achievement:
22% higher than objective set.

Programming revenues, which are associated with rent paid by event producers, exceeded the set objective due, in particular, to the unexpected *Dino-Fossils* event, which made up for the cancellation of the *World Beach Volleyball Championships*. The ad hoc revenue increase of more than 122% compared to 2004-2005 is also attributable to the *Cirque du Soleil*.

ⓘ Revenues generated by commercial activities held on the Quays decreased by some \$45,000

Revenues from commercial activities – Quays of the Old Port (\$)

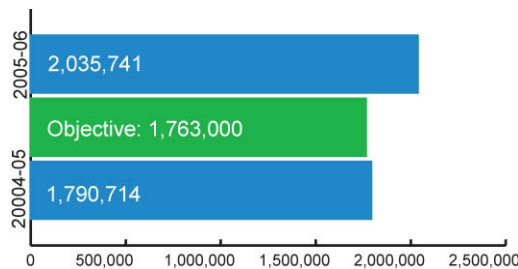


Achievement:
7% less than objective set.

These revenues relate to revenues from concession holders. The decrease in revenues generated is mainly attributable to the decline in the number of visitors to the site. The shutdown of a cruise company and the postponement of the opening of the marina were also impediments to achieving the objective.

✓ Parking revenues attributable to activities held on the Quays rose 14% in 2005-2006

Parking revenues – Quays of the Old Port (\$)

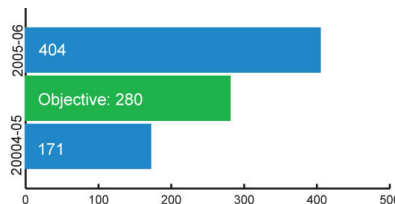


Achievement:
15% higher than objective set

The presence of the *Cirque du Soleil* and events such as *Feux sur glace TELUS* helped bring in a substantial number of visitors who used the Old Port's various parking facilities.

✓ The number of days of shows more than doubled compared to 2004-2005

Shows held at the Quays of the Old Port (number of days of shows)



Achievement:
44% higher than objective set

Winter programming helped increase the number of events, as did the unexpected *Dino-Fossils* event.

Operating Report • Quays of the Old Port

The total number of visitors to the Old Port remained relatively stable: 5,533,208 people visited the site this year, which represents a slight 2% decrease compared to 2004-2005. New events part of the winter programming made it possible to exceed attendance objectives set for the winter season and thereby offset the lower attendance numbers recorded in the summer.

This decline in attendance is especially attributable to bad weather. In May, *The Old Port Celebrations* kicked off the summer season in the rain such that only 5,000 visitors took part in the event compared to 100,000 in 2004. This was followed by a heat wave with temperatures above 30° C for several days in July, which discouraged visitors from coming to the site. In addition, the lack of a major event on the site during July and August and the shortened *Canada Day* celebrations explain the lower-than-expected attendance. The same applies for activities held on the site.

In addition to attendance numbers, customer satisfaction is a good indicator of the quality of activities and services offered on the site. A customer satisfaction survey conducted this year showed that 90% of visitors said they were satisfied or very satisfied with their visit to the Old Port.

The important operations review below makes it possible to better assess the overall performance of the Quays of the Old Port unit according to the established strategies.

Making the Quays of the Old Port Unit Operational

The Quays of the Old Port business unit, which will be officially named in May 2006, had a very crucial year with the arrival in September of its new Vice-president. The Quays of the Old Port therefore become a distinctive product that can apply its own strategies to develop its infrastructures, its programming and its own particularities.

The name Park was changed to Quays of the Old Port after an important branding exercise which made it possible to determine the Old Port's features and attributes. This exercise also made it possible to define a new positioning that will take

shape via different communications and marketing strategies and efforts.

The new marketing plan will reflect this new positioning. The objectives and strategies defined in this plan will allow for the optimization of the resources used to meet the needs and expectations of specific clientele segments. A periodic study of the Old Port's clientele was also put in place and is carried out over a 12-month period every two years. The study's results will allow the Corporation to take more efficient and effective action in terms marketing, increased client segment penetration and product development.

Strengthened Offerings of Maritime Products and Services

The agreement for the construction of a marina on the Clock Tower Pier for seasonal boaters, a project that the Corporation had been thinking of for several years, was finally signed in the past several months. A private partner, the Montréal Yacht Club, will ensure that a marina with some 200 dock spaces is constructed and managed starting in June 2006. The signing of an operating protocol and the creation of a joint management committee will allow for the transparent monitoring of operations and the pooling of services to ensure that customers receive top-quality service. This project, which is a real partnership between the public and private sectors, includes federal, provincial and municipal government authorities as well as the private sector.

The Corporation is therefore adding another important maritime service with the marina. This does not include the arrival last summer of a new concession holder, Croisières Évasion Plus, a cruise operator offering return trips between Montréal and Québec City on board a catamaran with a capacity of 300 passengers. The Corporation was therefore able to replace Dauphins du Saint-Laurent cruises, which discontinued operations in 2004, more quickly than expected.



Where maritime products and services are concerned, infrastructure and service quality is the most important criterion in choosing a recreational destination. The Corporation analysed needs in connection with this with a view to eventually increasing electrical capacity in the Port d'escale. Similarly, the new computerized management system soon to be implemented at the Port d'escale



will make it possible to manage the 95 dock spaces more efficiently.

The Corporation's maritime activities were affected by the sharp rise in gasoline prices. As a result, it was not possible to increase revenues from the Port d'escale and from Locks n°

1 and 2, although these revenues remained stable.

Finally, the Corporation encouraged vessels to berth at the Old Port to be visited or admired by visitors. Research vessels such as the *Tromp*, the *Sedna IV*, the Greenpeace ship *Arctic Sunrise*, a sail training vessel, the *Rose Way*, the *Amundsen*, and a Canadian ice breaker that docked at the Old Port last December are some of the vessels that could be visited.

Distinctive Events That Attract Visitors

An ever-growing number of events are being held at the Quays of the Old Port. A total of 404 days of shows were held, an increase of 136% compared to 2004-2005. The *Cirque du Soleil*, the *Feux sur glace TELUS*, *Montréal respire le livre* and the *Montréal High Lights Festival* contributed to this substantial growth. Of the 50 events that were held, most took place during the summer, although there was a marked increase in winter activities this year (some 17 events were held during the winter months).



The quality and diversity of the Corporation's products and services are what make them attractive. The *Cirque du Soleil* presented its new show, *Corteo*, which brought in a substantial number of visitors, which in turn impacted the

Corporation's parking revenues, in particular. Other major events were also held, such as the *Bouquinistes du Saint-Laurent* or *Canada Day* celebrations, as were medium-sized and smaller events, such as the military presentation at the Stewart Museum, the *Old Montréal Ghost Walk* and the *Piknic électronique*.



Several of these events return year after year and some have been remarkably successful, such as the *Salsa-folies*, which attracted close to 9,000 people to come and dance outdoors at the end of the King-Edward Pier on Sunday afternoons in

the summer.

New events were added to the Old Port's offerings this year. *Montréal respire le livre* was held for the first time over a 10-day period in the fall to celebrate the fact that Montréal was awarded the title of World Book Capital by UNESCO. In addition to its resounding success by drawing more than 13,000 visitors, this unique and original event made it possible to strengthen and diversify offerings during a time of year when the number of visitors at the Old Port is usually down. New winter activities, such as the *Feux sur glace TELUS*, the showcase event of the Old Port's winter programming held as a result of a new partnership with TELUS, are also noteworthy.

The *World Beach Volleyball Championships*, which was supposed to be the showcase event of the Old Port's summer programming in August, cancelled the venue at the Old Port's site against all expectations and with very short notice. Event organizers chose to move the event to the Stade Uniprix de Montréal for organizational and financial reasons. This resulted in lost revenues and fewer visitors to the site since it was very difficult for the Corporation to deal with the shortfall on such short notice.

An unexpected event was added to the summer calendar: the *Dino-Fossils* exhibition at the Parc des écluses, located in the western sector of the site, was held from June to October. The unexpected revenues generated by this event made it possible for the Corporation to partially offset the shortfall associated with the *World Beach Volleyball Championships*.

The Old Port site is also made more attractive due to the initiatives of its concession holders that the Corporation encourages. These events clearly contribute to the activity on the site and help to



attract visitors. The extremely popular evenings at the Café des Éclusiers or the efforts made by the Terrasse Bonsecours, which held evening shows during the week and Kino evenings to see its number of patrons jump close to 65%, are worth particular mention.

Given the size of the Old Port site, the Corporation implemented a mobile information booth as part of a pilot project in its desire to provide better information to customers. Visitors were able to obtain information on activities and events held on the site



more easily. This first experience provided very conclusive results. The staff in the mobile information booth answered close to 7,300 requests for information, which represents 14% of the information provided at the main booth.

Discovering Canadian History and Showcasing the Site's Heritage

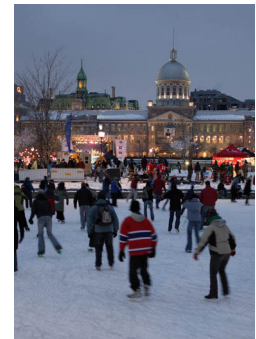
Despite the limited resources for interpretation, the Corporation is determined to have visitors discover the site's historic and heritage value. La Balade was equipped with a brand new interpretation system that recreates the voices of historic figures and that provides sounds of times gone by. In addition, the Québec promotional campaign for the summer programming focused, among other things, on a new brochure inviting visitors to discover the site's history and heritage through a series of historical vignettes. Finally, the Corporation encourages the holding of historical and heritage-related activities and events on its site. The annual *Canada Day* festivities are but one example, although these festivities were shortened from three to just one day. Since 100,000 people generally come to the site for

each day of festivities, this resulted in a significant decline in the number of visitors.

Working Towards Having Year-round Activities

The seasonality of activities is a cause for concern. The Corporation is trying to address this issue by making efforts to hold more activities at other times than in the summer. It reached a turning point this year, since major events which attract visitors and make the Old Port site better known were held in the fall and winter. Events such as *Montréal respire le livre* and the *Feux sur glace TELUS* referred to above are some examples. The four evening fireworks held in December attracted a total estimated of 75,000 visitors, an exceptional achievement for this time of year. There is also the refrigerated outdoor skating rink which has become better known after several years of existence. It therefore managed to continue to draw some 50,000 visitors despite unfavourable temperature variations and the opening of a second refrigerated skating rink in the city on Mount Royal. Improved hospitality and ticketing services, a broader range of programming focused on young people and the support of renowned partners such as Musique Plus and Canadian Tire, contributed to these results.

Another important activity that was held at the Old Port for the first time this year is the *Montréal High Lights festival*. This event held in February provides the Corporation with an opportunity to extend the winter season. The Corporation made substantial contributions to this event, in terms of financing, logistics and technical support as well as in terms of activities. However, bad weather kept visitors away. Nonetheless, the Corporation still benefited from unusual visibility at this time of year, not to mention the additional visitors who used the site's parking facilities.



Financial Impacts of Action Taken

The financial performance of the Quays of the Old Port goes hand in hand with the activities and events that are held on the site. In addition to generating revenues for using the site, most events attract visitors for concession holders and parking facilities. Parking facilities are the primary source of operating revenues for the Quays of the Old Port business unit. Thanks in large part to the Cirque du

Soleil, parking revenues rose substantially. The repercussions were also felt in terms of programming revenues, which rose by more than \$100,000.



The Corporation is well aware of the financial issues related to filling its 2,247 parking spaces, and examined possibilities for filling more spaces during the low season. Various action was taken and made it possible for generate new revenues. The Corporation also made efforts to manage its parking facilities more efficiently.

Sponsorship revenues rose substantially to allow the Corporation to exceed its objectives by 24%. New sponsorship partners joined the Corporation this year. Canadian Tire became the Corporation's official partner for the skating rink while an amount of \$1.5 million to be paid over 10 years has been granted to the Corporation under an agreement signed with TELUS.

Outlook for the Future

The Corporation plans to continue in its efforts to assert the positioning of the Quays of the Old Port as a Montréal destination not to be missed either in the summer or the winter. The orientation plan for the new Vice-president's office as well as the implementation of the marketing plan and action taken for the new brand will provide staff with clear guidelines and more effective tools for ensuring that activities and services are in keeping with customers' needs. Managers will pay particularly close attention to measures to reduce the Corporation's vulnerability and the risks associated with the selection and holding of events.

Strengthening maritime offerings remains a priority for the Corporation. Parallel studies will be conducted to optimize the current infrastructures and to ensure the harmonious development of the products and services offered. The objective is to diversify and renew offerings. The opening of the marina for boaters on the Clock Tower Pier in June 2006 represents a step in this direction.

Holding major events is always a central concern for the Corporation. The *Montréal High Lights Festival* is expected to be held again at the Old Port in the winter of 2007 and *International Flora Montréal 2006* is to open soon. This should normally allow the Corporation to bring back the visitors which it lost with the end of the Mosaïcultures exhibition. This event, which is a sign of the times in presenting the latest horticultural and gardening trends, will be held all summer at the Parc des Écluses.

The Corporation will continue to develop its programming with the means at its disposal. Priority will be placed on finding partners for collaborative efforts and co-productions. In addition, the search for sponsorships will be guided by the guaranteed added value of the recreational activities and events held on the site.

Performance Summary

OBJECTIVE: TO ENSURE THE DISSEMINATION OF SCIENCE AND TECHNOLOGY AND PROMOTE CANADIAN INNOVATIONS

Achieved
 Achieved in part
 Postponed
 Not achieved

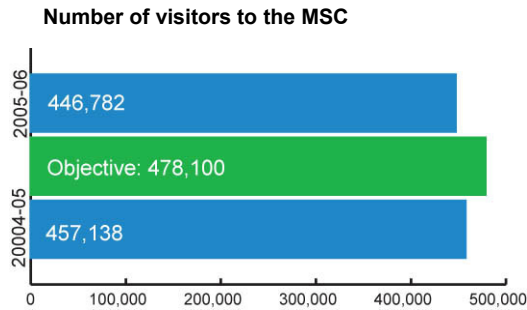
TARGETED RESULTS

ⓘ The MSC had fewer visitors than last year due to the boycott by the province's teachers.

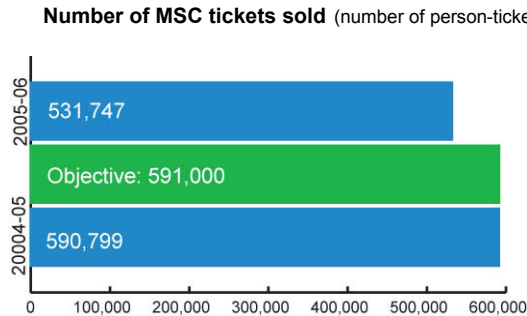
ⓘ The number of people purchasing tickets to the MSC dropped by 59,000 compared to 2004-2005

ⓘ Ticket revenues are down \$155,000 as a result of the decrease in the number of visitors to the MSC

ACHIEVEMENTS

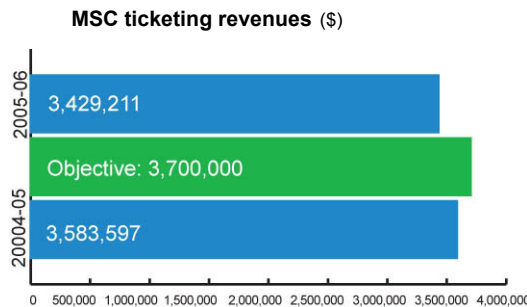


Achievement:
7% less than objective.



Achievement:
10% less than objective.

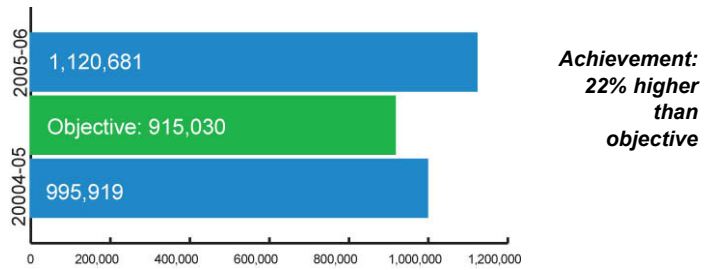
The MSC incurred major losses as a result of the boycott of cultural outings by Québec teachers. The negative effects are felt in terms of attendance numbers, tickets sold and ticket revenues.



Achievement:
7% less than objective.

☑ Revenues from MSC's commercial activities are up \$125,000

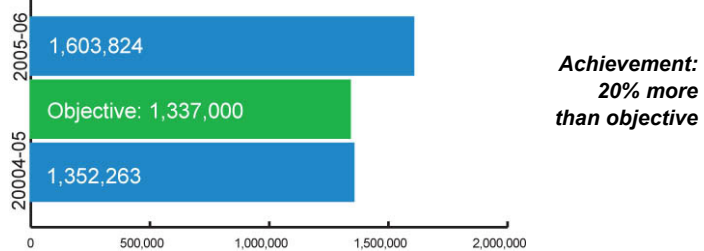
Revenues from MSC's commercial activities (\$)



Higher-than-forecast revenues from the IMAX®TELUS snack bar and from corporate rentals made it possible to exceed the set objective.

☑ The MSC's parking revenues rose more than \$250,000

MSC's parking revenues (\$)



The large number of visitors attracted by the Cirque du Soleil and the increased number of visits during the winter contributed to the increase in the MSC's parking revenues.

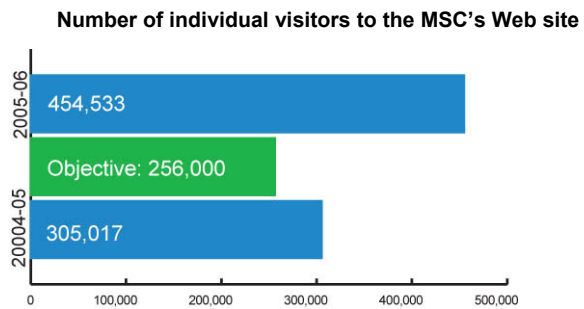
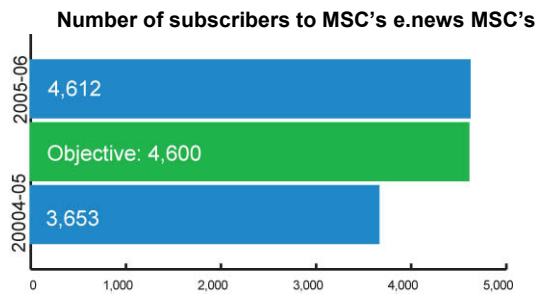
ⓘ The rate of penetration for the school market declined from 16.7% to 10.2%

The implementation of a new ticketing system made it possible to refine the method of calculating the rate of penetration for the school market and to revise rates. This low rate is attributable to the decline in the number of school children visiting the MSC as a result of the boycott of cultural outings by the province's teachers.

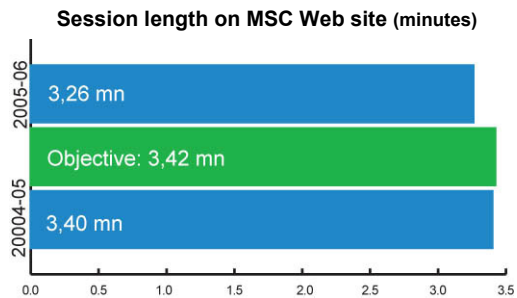
ⓘ The MSC's notoriety dropped slightly to 54% compared to 58% in 2004-2005

The MSC is maintaining its level of brand recognition, which is comparable to that of its neighbour, Pointe-à-Callière, the Montréal Museum of Archeology and History. In terms of brand recall, the MSC was ranked as the top entertainment centre in the field of science in the Greater Montréal Area, ahead of the Biodôme and the Cosmodôme (16%, 10% and 10% respectively).

☑ *The MSC's Web site saw a substantial increase in the number of individual visitors and subscriptions to e.news*



ⓘ *Session length on MSC's Web site decreased by 14 seconds compared to 2004-2005*



The MSC's Web site is as popular as ever. Objectives were exceeded once again this year although very little new content was added to the site during the year. The IMAX®TELUS pages continue to get a large number of visits. There is also a growing interest in e.news, with a 25% increase in the number of subscribers.

Operating Report • Montréal Science Centre

The Montréal Science Centre, which celebrated five years of existence on May 1, 2005, has developed expertise that is recognized by its peers as well as by the entire scientific and university community. It plays an important role in training teachers, who play a vital role in garnering an interest in science and technology. This young institution's broad range of quality programming that is constantly being renewed enables it to pursue the objectives related to its mission.

Despite its excellent programming and the substantial efforts made to more effectively target young clientele, the MSC's results for this year were undermined by the boycott of cultural outings by Québec teachers. Although all of the set objectives could not be attained, the reaction of and quick adjustments made by managers made it possible to minimize the impacts. Among other things, the performance of the IMAX®TELUS Theatre and of corporate rentals made it possible to make up for part of the shortfall associated with the decline in the number of visitors to the MSC's exhibitions.

Diverse and Quality Programming

In addition to its permanent exhibitions, *Technocity* and *Eureka!*, the MSC held a renewed temporary exhibition as well as a host of other activities, including "expo dossiers" and showcase exhibitions. The MSC's cultural and educational endeavours also made it possible for it to offer a large number of theme events and activities.

The *X-treme Rotation* exhibition, which shows how the phenomenon of rotation is prevalent in our daily lives, opened on April 28, 2005. This exhibition focuses on how rotation is a creative force and shows the connections between the principles of physics and many spheres of human activity. The MSC makes it its duty to encourage Canadian know-how and has relied on the expertise of academics and professional artists to design and develop this exhibition.



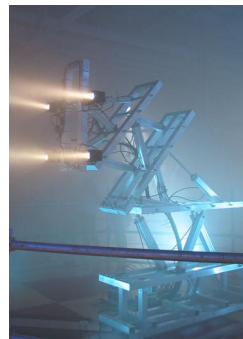
The theme of rotation also inspired other activities. Visitors were able to admire a new exhibition called *360° Art*, which features 16 works by students from 14 Montreal elementary and high schools in underprivileged areas as part of the Québec Education Departments's *Soutenir l'école montréalaise* program. The MSC held another temporary exhibition in August: young people were invited to come and test their agility on a skateboard in an indoor skatepark set up in the MSC as part of the *SK8 Crazy* event. This unusual event was an excellent way to teach scientific principles but also to entice young people to discover the other activities held at the MSC.



NOX...After dark anything can happen was presented in December in the same spirit. This event, which specifically targeted 13 to 15 year olds, who are part of a difficult market to reach, focused on a multimedia experience and artistic creativity. In spite of the bold and innovative nature of the event and the

presence of strong promotional partners, attendance objectives were not met. This failure was attributed to the fact that the event was held during the evening in December in a place where there is little activity at this time of year and which is rather unusual for this specific clientele. The MSC learned several lessons from this experience to improve its practices for this market segment.

Where the school clientele is concerned, the MSC held the fifth edition of the *Robofolies* event this year. This event, which was held over 10 days during spring break and which normally draws over 30,000 visitors, had to deal with the fact that spring break in schools in the Greater Montréal Area was spread over three weeks this year.



As a result, school children living on the north and south shores of Montréal were unable to see this

exhibition. This resulted in a 35% decline in the number of tickets sold for the event, although the MSC's total attendance numbers were equivalent to last year for the spring break period.

Conference cycles on topical themes as well as various activities in connection with the *Science and Society* and *Science and Careers* programs offered by the MSC as part of its cultural endeavours were also held. The Centre's work in the community is an effective way to develop scientific and technological literacy and to give young people a taste for a career in these areas.

CEGEP students were targeted for the MSC's educational activities. The institution, which is in touch with current events, invited these students to take part in a forum on climate change on the eve of the eleventh session of the Conference of the Parties to the United Nations Framework Convention on Climate Change held in Montréal. In all, 125 participants from various CEGEPs in the Greater Montréal Area took part in the forum called "1°C qu'est-ce que ça change?". This original formula, which focuses on young people's commitment through a citizens' debate, was very successful.

The school clientele represented 31% of the MSC's total clientele (46% for MSC exhibitions and 24% for the IMAX@TELUS Theatre). The MSC offers educational programs to elementary school children and high school students to renew, support and foster the teaching of science. It implemented new activities in the form of exploration games, rallies and investigative games to address these children's needs. The construction of two new workshops this year for educational activities will make it possible to better meet an ever-growing demand.

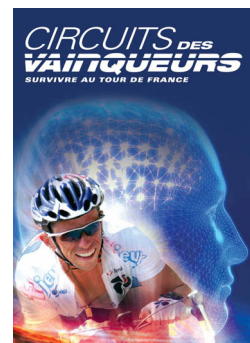
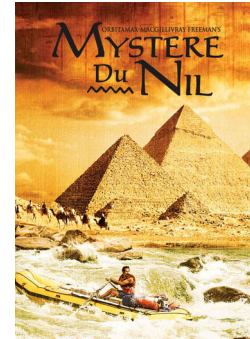
The MSC was one of the most popular institutions on the most recent Museum Day (May 29, 2005), attracting 8,521 visitors, which is 40% more than in 2004.

Once again, the MSC was recognized for its outstanding work. *Autopsy of a Murder*, an exhibition which was developed entirely by the MSC's team of experts and which was presented in 2004-2005, was awarded the *Prix Excellence* from the Société des musées québécois recognizing the exhibition's quality, originality and creativity, as well as the *Grand prix Boomerang 2005 — Éducation* for its interactive content. These prizes are added to the *Prix Equinoxes* awarded by the Société des

relationnistes du Québec mentioned in last year's annual report. This exhibition has been presented in the Museum of Civilization in Québec City since June 8, 2005, and has attracted close to 170,000 visitors to date. It will be held there until August 27, 2006.

The MSC's offerings are rounded out with the annual programming of films at the IMAX@TELUS Theatre. Once again this year, managers successfully found films of interest to young and old alike in a market with very little choice. The MSC recently joined the 3D Film Interest Group, an international association of 3D theatres around the globe that supports the work of creators and producers of 3D films. It is therefore assured of a selection of interesting and high-quality films. *Mystery of the Nile*, *Wild Safari 3D*, *Wired to Win*, *The Haunted Castle*, and *Santa Claus Vs. the Snow Man* were held over the course of the year. The IMAX@TELUS Theatre is ending the year with positive results in spite of the boycott by the province's teachers due to well-targeted marketing efforts. The number of visitors and revenues have remained stable. With close to 400,000 tickets sold annually, the MSC's IMAX@TELUS Theatre is ranked as one of the top three 3D theatres in the world in terms of the number of visitors and revenues and among the ten most efficient ones.

Finally, *Snowbirds*, a new interactive movie game developed in partnership with a Montréal firm, opened in October 2005. This game, which uses



state-of-the-art technology, provides greater excitement and lower operating costs. It was inspired by the world-renowned Canadian Forces aerial acrobatics team.

A Wider Range of Virtual Content

Like a growing number of cultural institutions, the MSC relies on the Internet to garner an interest in its activities, especially on the part of younger visitors. Its Web site enables individuals and groups to plan their visit and download guides and school programs. The Web pages presenting the programming for the IMAX®TELUS Theatre and the MSC are among the pages visited most often. The number of page-views is always growing, with an increase of 55% compared to 2004-2005.

Microsites and on-line games help to increase and expand the range of products offered by the MSC, not to mention the fact that they are easily accessible ways to pass on scientific and technical knowledge. In 2005-2006, the MSC added a brand new microsite associated with the *X-treme Rotation* exhibition, as well as games developed especially for this theme to its virtual content. E.news is another virtual tool to reach people. It is an additional means of communication used to reach a growing number of Internet users each year.

Renewing Permanent Exhibitions

The experts at the MSC are continuing their work to renew the Centre's permanent exhibitions to be inaugurated in 2007. The important process, which deals with themes such as dreaming, thinking, acting, and understanding as well as issues of technological innovation and the port theme, began in 2004-2005 when the orientations were chosen. This past year was spent on developing and preparing the exhibition halls. A total of 2,500 m² of exhibition space will be completely revamped in connection with the *MSC 2007* project. The fundraising campaign for this project, organized by the Montréal Science Centre Foundation, saw an incredible development with the announcement in April 2005 of an important partnership with TELUS. Thanks to donations made by the Foundation, the Corporation now has the funds required to create new permanent exhibitions. Thus, TELUS will pay the Montréal Science Centre Foundation a total of \$6 million over the next ten years. In so doing, TELUS will become a sponsoring partner for events held at the MSC and a partner for the IMAX®TELUS Theatre. The design contracts for each aspect of the

new concept were therefore granted on schedule and within budget.

Better Knowledge of Customer Needs

Customer satisfaction remains the top concern of the MSC's managers. Studies and surveys were conducted once again this year regarding each of the events and exhibitions that were held. This information is crucial when the time comes to develop and propose new activities.

In addition to these more specific studies, the finalized marketing plan, which should be approved at the beginning of the next fiscal year, will enable the MSC to focus its promotional and marketing efforts more specifically on 9 to 14 year olds. This principal positioning will guide the marketing strategies and activities, which will be supported by the results of a customer survey conducted over a 12-month period every two years, for which the initial results will be known in 2006. This study will make it possible for the MSC to more closely monitor changes in customer needs. All of this action should also play a role in finding strategies to reach young people other than via schools, as is usually the case, given the pressure tactics used regularly by the province's teachers.

Assessing the public's awareness of the MSC makes it possible to continuously monitor how well Montrealers know this institution compared to others. Notoriety dropped slightly this year (from 58% to 54%) given the margin of error for the survey.

Dynamic and Well-targeted Marketing Activities

The boycott of cultural outings had a major impact for the 2005-2006 fiscal year. After witnessing the drop in the number of school groups visiting the centre, the MSC's managers quickly turned to private schools, which were not affected by this pressure tactic. They also made substantial efforts to more quickly diversify the MSC's clientele and

therefore better penetrate the tourist market as well as the market comprising adults interested in the MSC's various products.

Where promotional activities are concerned, an advertising strategy was put in place for each of the



MSC's major events (*SK8 Crazy*, *X-treme Rotation*, etc.), including television advertisements targeting 9 to 14 year olds, partnerships with specific media, contests and promotions with partners in the fields of science and culture. The Corporation's management is proud to have forged partnerships with Musique Plus and Vrack TV, two media that are very popular among its youngest visitors.

Finally, new marketing strategies were put in place for corporate rentals, targeting larger events. As a result, revenues in this area rose 23% to more than half a million dollars. Various corporate events bring in several tens of thousands of people.

Increased National and International Visibility

The MSC is becoming increasingly known abroad. Its innovative interactive approach garners considerable interest on the part of its peers. Delegations from France, Dubai, China and Morocco visited the Centre's facilities this year. The MSC also organized and hosted the third annual convention of the Canadian Association of Science Centres. The event, which opened with an exciting speech by Canadian astronaut Julie Payette, exceeded all objectives. The number of registrations and exhibitors largely exceeded expectations, as did revenues and funding from private and public sources.

The MSC's team also worked to hold and obtained the annual conference of the International Committee for Education and Cultural Action (CECA) of the International Council on Monuments and Sites (ICOMOS). This conference will therefore be held in Montréal in 2008 after being held in Rome in 2006 and Venice in 2007.

The MSC worked together with the Canadian Interactive Network, which includes six other Canadian scientific institutions, as part of the world exposition held in Aichi, Japan. This network offered an innovative interactive virtual experience by allowing for virtual exchanges among several Canadian and Japanese cities. These exchanges were combined with virtual visits. The public could visit a "virtual Canada" or virtually visit the Canadian pavilion at the world exposition in Aichi, Japan. This event was also an opportunity to create and present a virtual MSC in which 36 Québec and Canadian innovations presented at the MSC were part of a

computer game presentation. The experience delighted users, who expressed an average level of satisfaction of 92%.

Action With Financial Impacts

The revenues generated by the IMAX@TELUS Theatre represent one of the MSC's main revenue sources. A broad range of marketing efforts this year made it possible to offset the effects of the boycott by the province's teachers and to maintain revenues at \$2.5 million. In addition, the action taken regarding the sponsorship plan developed for the MSC's activities exceeded objectives by 4%.

Outlook for the Future

In the coming year, the MSC's team will focus on finalizing and installing the new permanent exhibitions. This project not only affects exhibitions, but also the virtual content and all the related educational and cultural activities. Managers will consider the new elementary and high school programs within this context and plan to develop innovative new citizens' and community approaches to guide the MSC's development and its educational and cultural activities.

While the new exhibitions are being prepared, the *Ice Age Mammals* exhibition will be held in 2006-2007. This exhibition, which was developed by the Canadian Museum of Nature, was co-produced by the MSC in the wake of the initiatives to optimize the budget allotted for exhibitions. This exhibition also enabled the MSC to forge a new type of partnership by signing a promotional agreement with U.S. producers of the long-awaited sequel to *Ice Age*. As a result, the MSC was able to use excerpts of the first film to develop an investigative game in connection with the exhibition and to benefit from the media spin-offs associated with the fact that the film's sequel, *Ice Age Mammals* exhibition opened at the same time.

The MSC's team will also work to bring an international-calibre exhibition to Montréal in the summer of 2007. Negotiations are under way with the exhibition's producers. This exhibition will be followed by the opening of the MSC's new permanent exhibitions in November 2007.

Performance Summary

OBJECTIVE: TO ENSURE THE RESPONSIBLE AND EFFECTIVE ADMINISTRATION OF RESOURCES
TO ALLOW FOR THEIR SUSTAINABLE AND VIABLE DEVELOPMENT

☑	Achieved
↔	Achieved in part
→	Postponed
ⓘ	Not achieved

TARGETED RESULTS
☑ <i>The Corporation received customer service accreditation from the Bureau de normalisation du Québec.</i>
☑ <i>Agency costs were eliminated.</i>
↔ <i>A crucial step in establishing the total compensation policy was completed.</i>
☑ <i>The ticketing software was successfully implemented</i>
☑ <i>The preventive maintenance software is now functional</i>
☑ <i>All personnel received emergency measures training</i>
☑ <i>Facilities for the collection of recyclable materials are now available</i>

ACHIEVEMENTS

The Corporation is the first major tourist attraction in Québec and Canada to receive customer service accreditation under the *Customer services – Attractions and Events* standard.

Agency costs related to the hiring of summer employees, which were largely reduced in 2004-2005, were eliminated and assumed by the Corporation’s own team.

The new job assessment system for non-unionized employees is being completed while the system for unionized staff will be completed in the coming months. Subsequent phases related to the total compensation policy will be completed in 2006-2007.

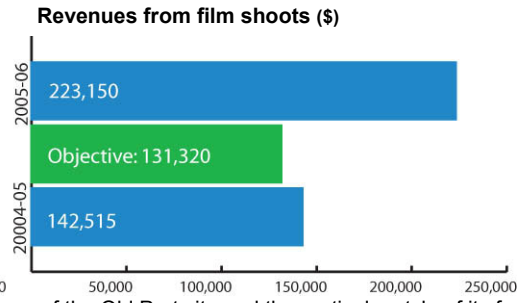
The new ticketing software is now functional, as are several strategic applications. The results were quickly evident in terms of customer service and the effectiveness of internal management processes.

The GMAO, the computer-assisted maintenance management software, is now functional and will be implemented gradually. All personnel concerned has received training on how to best use this software.

An emergency measures plan has been developed in connection with the Bureau de normalisation du Québec accreditation, such that all employees have received training on what to do and what procedures to follow in the event of an emergency.

The installation of recycling facilities at different locations on the site enables the Corporation to ensure the separate collection and recycling of an impressive array of materials, such as paper, cardboard, compost material, plastic, glass, metal, neon, used oil and batteries.

Revenues from film shoots rose
57 %



***Achievement:
70% more than
objective.***

The charm of the Old Port site and the particular style of its facilities enabled the Corporation to generate record revenues from film shoots.

Operating Report • Corporate Services

Corporate services represent a vast key sector that includes several components. This sector includes the activities that come under the authority of the Vice-president, finance and administration; the Vice-president, human resources; the vice president, site management and the Vice-president, marketing. This year, corporate services focussed on the major organizational objectives of paramount importance for the Corporation's future.

The efforts made by senior management as well as by all of the Corporation's officers to finalize and present the *2005-2015 Development Plan* do not go unnoticed. Their efforts were focused on examining the options available for implementing the development scenario chosen by the government in 2004. Considerable efforts and substantial sums were therefore spent on opportunity and feasibility studies, cost analyses and the implementation strategies to be adopted. Obtaining the support of stakeholders in this area was also a crucial step in the process. Based on the presentations made, the *2005-2015 Development Plan* received letters of support from major players in the Montréal community. Phase one of the *Plan* was received and approved in principle by the government. However, the election call in the fall made it impossible for the Corporation to continue the process. Steps will be taken with the new government.

Ongoing Organizational Development

The Corporation undertook an extensive review of its total compensation policy. It focused on a crucial step: the review of a job assessment system for all of its employees. Work began in June 2005 with the creation of committees whose role will include ensuring that work for collecting and analyzing the data required to develop a new job structure goes smoothly. Phase two will begin in the coming fiscal year and will include a review of the salary structure, based on a comparative study, as well as an analysis of the financial impacts of the new job classifications.

Staffing was also affected by improvements to human resources management practices. The Corporation worked to update its staffing process so that it better meets operating requirements and to institute quality control mechanisms. Similarly, the

staffing unit improved the program for welcoming new employees, including a broader range of more extensive content to allow for better integration of new staff. Particular attention was also paid to the implementation of a staffing plan. Phase one of this process enabled the Corporation to have statistical scorecards providing information about its human resources. It will be possible to eventually make improvements based on this assessment.

Given the Corporation's commitment to raise employee awareness regarding its business, senior management held two information meetings this year with employees. Employee participation in these bi-annual meetings is voluntary. Management is proud to see that more than 50% of employees took part in these events. Similarly, the meetings continued to be held in connection with the *Découvertes de la présidente* program. No fewer than ten meetings were held regarding a defining moment in the Old Port's history. These meetings, which were held by the Corporation's President and



Pauline Desjardins, an archaeologist specializing in the Old Port's history, were very popular among employees.

Finally, negotiations are in progress to renew the collective agreements of the Corporation's unionized staff affiliated with the Public Service Alliance of Canada (local 10333). The previous agreements expired on April 1, 2006. The parties began their negotiations in November and more than 15 meetings have been held to date. They have decided to bring in a conciliator appointed in early March in order to maintain constructive and harmonious relations.

Better Management Tools and Processes

The Corporation has made considerable progress in this area. The recommendations made by the Office of the Auditor General and those made subsequent to the Corporation's recent internal audit served as a guide for the action taken.

Where business processes are concerned, given the new organizational configuration the Vice-

president, Finance and Administration's staff defined a new financial statement presentation structure to get a clearer picture of how business units and product lines are performing. The examination of the process for requesting capital assets was initiated at the same time. The Vice-president, finance and administration's staff also began a review of the policies regarding legal fees, the computer policy and accounts receivable collection.

Document management is added to the list of process improvements made in the last fiscal year.

In this respect, the Corporation would like to have a comprehensive document and archive management system and has begun examining needs and choosing the best system to ensure that information is classified efficiently. The classification system is now ready to be implemented. It should eventually be completed with other modules for the management and digitalization of information.



The Corporation purchased and implemented a brand new ticketing system. Upgrading the ticketing system was important to ensure quality and competitive service and a more effective follow-up of operations. The new ticketing system implemented in the fall of 2005 is remarkably adaptable to the Corporation's products. Users have received training on the system's operation and management has already seen the resulting gains in terms of customer service, the management of activities and knowledge of customers' purchasing behaviour.

Implementation of the computer resources master plan continued, with emphasis being placed especially on strengthening security for computer operations. The Information Technology Department moved into a new controlled environment that is better suited to its needs. It also made a series of physical changes, upgraded systems and software and revised them in accordance with needs. Computer servers are now installed in premises that meet related standards and essential tools to limit intrusions have been put into operation. The Corporation successfully underwent an external analysis of the threats and risks based on intrusion

tests and other forms of security audit. The Technology Department has also developed a information technology backup plan outlining the measures and mechanisms to be put in place in the event of an emergency. The work done this year in the area of information technology enabled the Corporation to update its practices and to maximize the service provided to the different managements, which can now operate with a stable computer network whose components are continually being updated.

The past fiscal year was also crucial for the Vice-president, marketing's office. This department acquired planning and management tools that are expected to have a major impact on the Corporation's performance. The new organizational configuration provided the Corporation with the opportunity to re-think its image and its identity. The Corporation reviewed its logo and its applications as part of this branding exercise, which among other things led to the park unit being renamed the Quays of the Old Port.



The Vice-president, marketing's staff worked to provide each of the two business units—the Quays of the Old Port and the MSC—with a marketing plan. These plans, which are to be adopted in the coming

months, include specific objectives whose achievement will be felt in terms of an increase in the number of visitors and in customer loyalty as well as in terms of product and service development. The development of this plan made it possible to considerably improve understanding of supply and demand. The marketing intelligence developed will allow for the optimization of human, physical and financial resources. The resulting action plans are made more complete each year with the conclusions of a study carried out over a one-year period and addressing the Corporation's clientele, alternating between the Quays of the Old Port and the MSC. These studies address consumer behaviour and the socio-demographic profile of customers.

The brand recall for the federal government was measured in connection with this study of the clientele for the Quays of the Old Port: 43% of visitors recognized that the federal government was

responsible for the Old Port. This percentage rises to 55% for local residents and people working in the sector.

At the same time, marketing managers worked to develop performance indicators in line with marketing objectives. These statistics are valuable tools that assist in decision making for commercial and marketing activities.

Ongoing Property Management and Maintenance

Safety was also an area of concern for the individuals in charge of site management, who began implementing an integrated safety management plan, buoyed by the Bureau de normalisation du Québec accreditation process. This overall plan outlines the safety and risk management measures that serve to protect all of the Corporation's human, physical, financial or computer resources. All of the Corporation's staff received training in connection with this plan's implementation.

Work to implement the new preventive maintenance system, known as GMAO, began. This computer-assisted maintenance management software will allow for better work force planning and for the prioritization of action as well as a strict follow-up of the condition of systems and equipment. It will also help ensure that due care is taken regarding environmental standards and application of the fire protection code. The new system has gradually been implemented since October 2005 and all of the staff concerned has already received training on how to use it efficiently.

The Corporation is an environmentally conscious organization and undertook a series of measures with major positive impacts in accordance with its environmental commitment. Among other things, it implemented a selective waste collection system, making recycling bins available to visitors on site. It also installed various facilities to recycle an impressive array of materials in connection with its operations, such as paper, cardboard, compost materials, plastic, glass, metal, neon, used oil and batteries. Pesticides have also been completely



banned from horticultural use and various positive action has been taken for groundwater management by recovering old piezometers and installing new sampling wells. The joint committee composed of PWGSC and the Corporation's representatives also met to examine the problem of contaminated soil and to find solutions.

The Corporation began work to receive custody of the assets from PWGSC and to obtain the funds required for their maintenance. Parks Canada has asked for Locks no. 1 and 2, as well as the related reserve land, to be transferred to it. The Corporation was unable to secure the transfer for 2005-2006. Moreover, PWGSC did not receive the resources requested to cover urgent health and safety-related work. Thus, part of the budget required for this work was covered by the Corporation even though it is not responsible for the assets. The Corporation was therefore unable to take the necessary steps to reduce asset deterioration. Neither the remaining urgent work nor the asset maintenance program could be completed due to a lack of funds.

Business Development

Improving customer service is an ongoing process that enabled the Corporation to have another important resource in terms of quality standards by meeting BNQ requirements. The Corporation received customer service accreditation from the BNQ under the *Customer services – Attractions and Events* standard in 2005. This allowed for a broad



range of policies and procedures, emergency measures plans, templates and other working documents to be updated and standardized. All personnel was affected and tailored training had to be developed and provided to everyone. This represents an extraordinary

mobilization effort for the Old Port team. In addition to helping to maintain the high degree of professionalism of staff, this accreditation provides customers with a quality guarantee in all spheres of customer service.

Where business development is concerned, the Corporation also completed a study to pinpoint the most effective operating model to sell its derivative products. The resulting recommendations will enable

it to sign agreements with partners in the coming year.

The beauty of the Old Port site and the particular style of its facilities makes it an excellent location for film shoots. Although the number of film shoots in Montréal declined, this activity at the Old Port has continued to rise, generating revenues of close to \$225,000 this year, which largely exceeds the objectives set. Revenues from film shoots have almost doubled in the past two years.

The Corporation Has Asserted Its Leadership in the Recreational and Tourism Industry

Over time, the Corporation has asserted its leadership in the cultural and tourism sector. It has forged long-term relationships with various partners and has made its voice heard to ensure that the Old Port's interests and the realities that it faces are taken into account.

This is why briefs were submitted for the first time in 2005 in connection with public hearings on various municipal policy projects, reiterating the Old Port's historic role and highlighting its cultural, heritage and economic importance. The Corporation is a partner of choice for the city of Montréal in several areas, in particular with a view to implementing its development plan. The Corporation stated its expectations regarding the city in terms of recognition of its actions and contributions as well as in terms of the support which it needs for its operations and its development.

All these efforts provided results. The city of Montréal's *Cultural Development Policy* and its *Economic Development Strategy* released in 2005 take the Old Port's representations into account. These efforts also made it possible to take joint action with the city in terms of developing common assets, cleanliness and public transit service. In addition, the Mayor of Montréal and the Mayor of the Ville-Marie Borough have expressed unequivocal support for the Corporation's *2005-2015 Development Plan*. The Corporation, a partner of the Coalition des secteurs économique, touristique et culturel which supported the Peel Basin Entertainment Complex, also took part in the city of Montréal's consultations regarding its various policies.

The Corporation has also received awards that is a testimony of its leadership. This year, Chantale Moisan was awarded the *Prix Ulysse* for a tourism

employee at the 2006 Montréal regional gala of the Grands prix du tourisme québécois.

Finally, the Corporation will celebrate 25 years of existence in 2006. This anniversary will be an opportunity for management to revive history and the Corporation's evolution, but also to pay homage to the people who built the Corporation and who helped it become what it is today. The 2005-2006 fiscal year made it possible for the Corporation to plan the activities for this celebration and to take steps to have a souvenir book published that traces the major events that marked the Old Port's history.

Outlook for the Future

The implementation of marketing action plans for each of the business units as well as marketing performance indicators will be a determining factor for the management and improvement of marketing operations.

Efforts will have to be maintained in the area of customer service to ensure compliance with the BNQ's customer service standard. Periodic audits will be performed to ensure that performance is maintained so that the Corporation keeps this accreditation. The Corporation will examine the possibility of extending the application of its ticketing system to all of its activities as well as to all of its concession holder partners on the site. Similarly, the Information Technology Department will assess the conditions and consequences of setting up Internet sites for transactions. Where Internet access is concerned, important work will be carried out to renew both the Web site for the Quays of the Old Port and the MSC, in particular regarding the new permanent exhibitions to be presented in 2007.

Project management and management by project should be among the Corporation's business processes in the coming year and work in this area is already under way. In addition, the review of the total compensation policy should continue with the new job assessment systems soon to be implemented. Where security is concerned, adjustments will be made to the security plan based on observations following its initial application.

The Corporation would like the assets to be transferred in 2006-2007 and to be granted a recurring budget for this purpose. The transfer of assets would enable the Corporation to carry out the necessary work that has been postponed for too long

to address the problem of aging and dilapidating facilities.

The *2005-2015 Development Plan* will be one of the Corporation's key concerns once again this year. For the fourth consecutive year, the Corporation will continue the efforts made to adopt and implement this plan.

The Corporation would also like to have funds enabling it to meet its contractual commitments for which the costs were included in the asset

maintenance budget and in phase one of the *2005-2015 Development Plan*. These commitments relate, among other things, to an agreement with the city of Montréal to develop plans and specifications for de la Commune Street and to reach an agreement with the Société de transport de Montréal to conduct studies on how to provide better public transit service to Old Montréal and the Old Port. These commitments also pertain to the agreement with the Montréal Port Authority in connection with the long-term renewal of the Corporation's lease and relate to studies and the necessary restoration work to the Alexandra Pier.

Governance

BOARD OF DIRECTORS

During the 2005-2006 fiscal year, the mandates of Ms. Phyllis Lambert and Messrs. Raymond Cyr, Jocelyn Proteau and Pierre Michaud came to an end. Since then, the mandates of all these directors have been held over.

Chairman



Mr. Bernard Lamarre Eng., M.Sc., F.I.C.I., O.C., O.Q.

Mr. Lamarre was CEO of Lavalin Inc. for many years and an advisor to SNC Lavalin Inc. He has been involved with a wide variety of projects, both in Canada and abroad. The demand for his presence on boards of directors, both as Chairman or as director, and the impressive list of honorary degrees conferred upon him testify to his abilities.

Directors



Mr. Vincent Arciresi

Mr. Arciresi is trained as a surveyor and as an engineering and architectural technician. He has overseen large-scale projects such as the Ville-Marie autoroute, Complexe Desjardins, and the Olympic Stadium and Village. As the owner of Viarco inc., he has carried out numerous construction projects such as schools, a city hall, hospitals, and housing projects. He sat on boards of directors of several community organizations as Chairman or Vice-chairman, and he was a municipal councilor for the Ville de St-Léonard. He has been Chairman of the Jérôme-Le Royer School Board, and he is currently Chairman of the Pointe-de-l'Île School Board.



Ms. Hélène Béique

Ms. Béique has expertise in the fields of real estate and marketing. As President of Groupe Archi plus inc., she acted as a developer for numerous real-estate projects. As Vice-president of the Centre d'analyse du marché immobilier inc. (CAMI), she advised both private and parapublic developers in real-estate matters related to market and client analysis, development programs, marketing, and sales. She is currently Vice-President of real-estate marketing and sales for R.O. International inc., where she is involved at every level in the development of the company's real-estate projects. A Certified Property Manager (CPM) and a member of the Chicago Institute of Real Estate Management since 1975, she was also President of the Committee for Urban Development and Housing at the Board of Trade of Metropolitan Montréal from 1990 to 1994, and a member of the City of Montréal's Advisory Committee on Housing from 1995 to 1999.



Mr. Raymond Cyr Eng., O.C.

An engineer by training, Mr. Cyr is currently Chairman of the Board of Polyvalor inc. Over his career, he has held several key positions at Bell Canada, including President, CEO, and Chairman of the Board. He was also President and CEO of BCE inc. He sits on several boards and has won numerous awards, including the Gold Medal Award from the Canadian Council of Professional Engineers, the Order of Merit of the Alumni of Université de Montréal and the management prize from McGill University. He is an Officer of the Order of Canada.



Ms. Phyllis Lambert C.C., C.Q., O.A.L., F.I.R.A.Q.

Phyllis Lambert is an architect well-known for her contributions to contemporary architecture and her advocacy for the social aspects of urban conservation. Founding Director and Chair of the Board of Trustees of the Canadian Centre for Architecture, she directs research projects, contributes to numerous publications, and has been commissioner of a number of expositions. Her memberships include various international architectural and urban planning panels as well as several university councils; she has also been a guest speaker at universities both in Canada and abroad. She has been awarded many professional awards and honorary degrees and distinctions, including Companion of the Order of Canada and Grand Officer of the Ordre national du Québec.



Mr. Pierre Michaud, C.M.

Mr. Michaud is the Chairman of the Board of Provigo inc. He is also Vice-chairman of the Board of the Laurentian Bank of Canada and is a member of the Board of Directors of Bombardier Recreational Products, Gaz Métro inc. and Loblaw's Companies Ltd. Mr. Michaud is actively involved in his community. He is a member of the Fondation du CHUM and the honorary Chairman of this organization's benefit gala. He is also member of the Board of Governors of the Conseil du Patronat and of the Fondation Choix du Président, and is a member of the Board of Trustees of the Invest in Kids Foundation. Mr. Michaud is a Member of the Order of Canada.



Mr. Jocelyn Proteau

A highly experienced money manager, Mr. Proteau pursued a career with the Mouvement Desjardins, eventually taking on the positions of President and Chief Executive Officer of the Fédération des caisses populaires Desjardins de Montréal et de l'Ouest du Québec from 1989 to 2001. Actively involved in the community, he co-chaired the 1996 Centraide campaign for Greater Montréal as well as that of the Université du Québec en Outaouais in 1998. He was also Chairman of the Fondation de l'Université du Québec à Montréal from 1991 to 1999. He sits on numerous boards of governors and directors, including the École des Hautes Études commerciales à Montréal (HEC Montréal), Standard Life, Familiprix, Technologies 20/20 inc., Quincaillerie Richelieu and Disc Americ.

GOVERNANCE

The Board of Directors (the Board), whose members are appointed by the Canada Lands Company Limited, is responsible for managing the Corporation. The Board is composed of seven directors from outside the Corporation. Until February 2006, the Corporation reported to Parliament via the Minister of State (Infrastructure and Communities), the Honourable John Godfrey. This is now done via the Honourable Lawrence Cannon, Minister of Transport, Infrastructure and Communities.

During 2005-2006, the Board assumed the strategic direction of the Corporation, oversaw the management of its activities and its internal affairs, ensured that appropriate risk management systems were implemented and that information systems and management practices met the Corporation's needs and guaranteed the integrity of the information produced, with the support of the audit and human resources committees. In particular, the Board ensured that the Corporation's activities are managed in accordance with its mandate, as defined in the agreement signed with the Crown on January 25, 1982 and in accordance with the applicable provisions of the *Financial Administration Act*.

The Board met on 14 occasions in 2005-2006 and 70% of these meetings were attended by its members. Some of the strategic issues examined include the approval of the creation of a Vice-president's office for the Quays of the Old Port, the approval of the strategic objectives and initiatives in the 2006-2007 to 2010-2011 Corporate Plan, and examination of the detailed corporate plan for implementing the preferred vision and the *2005-2015 Development Plan* presented to the Minister responsible for the Corporation with a view to obtaining a decision from the government.

Where the oversight of the Corporation's management activities is concerned, the Board examined the budget situation, the monthly statements of earnings and the various reports on the planning and holding of activities, requests for contract awards and the monitoring of environmental management activities. During the course of each of their meetings, the Board members had an opportunity to hold discussions

with management and various external consultants, as necessary.

The Board reviewed the mandates of its various committees to take into account the relevant measures included in the report issued following the review of the governance framework for Crown corporations. A development committee was set up to advise the Board of Directors in matters relating to the architectural, urban design and landscape development solutions proposed on the Old Port site.

The Board and the committees performed a self-assessment at year-end and an action plan will be issued to ensure that the recommendations resulting from this process are followed.

Audit Committee

The Audit Committee met on four occasions during 2005-2006 and 88% of these meetings were attended by members. In particular, the Audit Committee chaired by Mr. Jocelyn Proteau examined the Corporation's audited annual financial statements, performed a quarterly follow-up on implementation of the recommendations in the auditor's annual report and the 2004-2005 annual internal audit report, examined the auditor's annual audit plan for 2005-2006, and examined the final report from the special examination performed by the Office of the Auditor General of Canada between May and November 2004. The Committee also followed up on the internal audit work performed in 2005-2006 as well as on environmental management issues. It advised the Board of Directors following these follow-ups and reviews.

Human Resources Committee

The Human Resources Committee met on eight occasions during 2005-2006 and 84% of meetings were attended by members. This committee, which is chaired by Mr. Raymond Cyr, followed up on the work relating to the current review of the job assessment system, changes in the labour relations situation and the work to renew the collective agreements that expire on March 31, 2006. It examined senior management's performance assessments as well as recommendations regarding executive compensation.

RISK MANAGEMENT

One of the principal responsibilities of the Board of Directors and the management team is identifying and analyzing risks and finding alternate solutions.

To do this, the Corporation has a three-year internal audit plan that enables it to validate practices and make the improvements to the existing policies and procedures that are still required. In 2005-2006, the internal audit focused on management services, control of capital expenditures, accounts payable and disbursements.

The Corporation has also put in place an integrated work program to satisfy the recommendations following the annual audit and five-year special examination performed by the Office of the Auditor General (OAG).

In all cases, providing appropriate training to personnel regarding various situations which could pose a risk for the Corporation represents a valuable asset for facing these risks and minimizing the related impacts. The Corporation is working to identify situations of risk and to understand the mechanisms to take appropriate action, including staff training.

Internal Risks

The greatest risks faced by the Corporation relate to asset conservation and maintenance. As the site manager, the Corporation plans the program for urgent preventive maintenance work for the assets together with PWGSC, which is responsible for this work as the custodian of the assets. Unfortunately, the Corporation cannot take direct action for the assets due to a lack of funding. Its various systems and practices enable it to ensure the maintenance of equipment, facilities and infrastructures and it takes minimal action to prevent the dilapidation of the assets.

Moreover, PWGSC regularly updates the Building Condition Report (BCR), which enables it to list the

work that is required. However, this work is postponed from year to year due to a lack of funds. For the past 10 years, the work carried out has been limited to urgent health and safety-related work to address immediate risks. In view of this situation, the government will be forced to deal with emergencies that will only grow in importance over time. The Corporation's only option in this situation is to request the transfer of the custody of these assets, together with the funds required to safeguard them.

Personal, property and information security is another area where the Corporation faces significant risks. The Corporation developed and improved the integrated security management system from year to year. In connection therewith, it implemented a series of policies and procedures, training courses and developments in 2005-2006 to satisfy the BNQ's customer service accreditation standards. This enabled it to update its practices and to achieve the standards recognized by the industry.

The Corporation also now has an environmental management system whose applications are reviewed regularly and for which new employees receive training. It therefore ensures itself of the necessary vigilance to be able to take quick action should a problem arise.

External Risks

The Corporation's revenues hinge upon attendance numbers at the site, as well as its products and services. The number of visitors depends on situations that are often beyond the Corporation's control, such as the weather, oil prices, international security issues and labour conflicts in the recreational and tourism sector. To deal with these risks, the Corporation operates prudently and shows versatility and flexibility in managing its advertising investments. Also, based on its experience which has provided it with a reliable record of its performance, it has scenarios and models to

simulate impacts and draft the appropriate measures to be put in place. Performance analyses and the measures put in place by institutions like the Corporation are also useful in managing economic risks.

Over the years the Corporation has reviewed and adjusted its partnership agreements and pricing strategies to deal with the loss of suppliers, concession holders and event producers and to adapt to changing situations and to react quickly to unforeseen events.

The Organization

SENIOR MANAGEMENT



Claude Benoit, M.C.
President and Chief Executive Officer



Pierre Fortin
Vice-president, Marketing



Denis Gouge, Eng.
Vice-president, Site Management



André Jean Lauzon
Vice-president, Quays of the Old Port



Benoît Légaré
Vice-president, Montréal Science Centre



Luc Nadeau
Vice-president, Human Resources



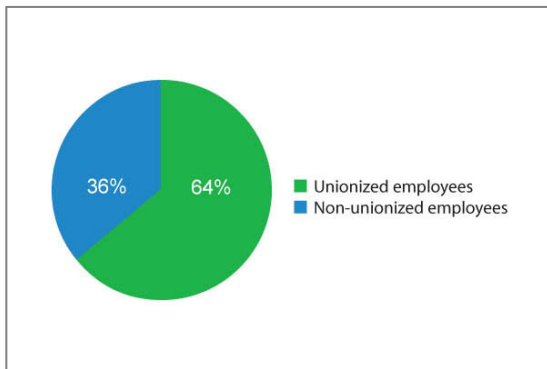
Gilles Turgeon, C.M.A.
Vice-president, Finance and Administration

HUMAN RESOURCES MANAGEMENT

The Corporation has experienced relative organizational stability since the major transformations which came with the creation of the Montréal Science Centre in 2000. The changes associated with the new organizational configuration implemented during the 2005-2006 fiscal year have more to do with an attempt to improve the efficiency and the abilities of the teams in place.

The Corporation has some 150 permanent full-time employees as well as regular part-time staff, and occasional, and seasonal employees, who are mainly hired during the summer when the Corporation holds more activities on its site. As a result, the number of seasonal workers triples during the summer months. Most of these employees are full-time students.

Just over one third of the Corporation's employees are unionized. This proportion has remained stable over the past several years.



The diversity in terms of the Corporation's human resources is also related to the various types of expertise required to ensure its operations. Profiles are extremely varied, from museology technicians to maintenance employees, from accounting analysts to Webmasters, from logistical officers to educators. It is interesting to note that the Corporation employs an equal proportion of men and women.

In September 2005, the Corporation conducted a second survey to ascertain the level of employee

satisfaction. The survey results are reassuring since the index rose substantially compared to the results for a similar exercise in 2003. Management's efforts via a number of activities to raise awareness of the Corporation's strategic orientations and to foster a feeling of belonging and employee participation have provided results. A record number of employees took part in the social activities offered, not to mention the fact that many have benefited from new measures under the program for recognizing years of service that now marks five years of commitment to the Corporation.

Employee participation is also apparent in community action. The 2005 edition of the Workplace Charity Campaign exceeded objectives.

Where recruiting is concerned, there is growing competition for qualified personnel. The tourism industry is more sensitive to this considering that total compensation in this sector is traditionally lower than in many other industries. The working conditions and benefits offered by the Corporation remain competitive for the tourism industry. Employees receive a number of benefits for free, from parking permits to uniforms, not to mention free access to events and programs held on the site.

The Corporation has also created an employment equity committee in keeping with the *Employment Equity Act* to monitor the evolution of employment equity matters and to issue recommendations in this area. This measure is added to those already put in place by the Corporation, which has reported to the Canadian Human Rights Commission annually with respect to employment equity issues since 1999.

Employee training remains a constant challenge for the Corporation, in particular considering the large number of seasonal employees. The training given in connection with BNQ customer service accreditation provided for greater employee accountability and greater versatility among employees at all levels.

Financial Resources

FINANCIAL ANALYSIS

The following section should be read in conjunction with the Corporation's audited financial statements for the year ended March 31, 2006 and the related notes included elsewhere in this Annual Report.

Financing (in thousands of dollars)

	Results 2005-2006	Budget 2005-2006	Variance between results and budget		Results 2004-2005
			\$	%	
Parliamentary appropriations and contributions	16,231	16,325	94	0.6	15,775

The Corporation is presenting a balanced budget for 2005-2006, with a \$94 K (0.6%) surplus. The contribution granted amounted to \$16.231 million, representing an increase of \$0.456 million (2.9%) compared to 2004-2005. The contribution for the 2005-2006 budget totalled \$16.325 million and covered both operating and capital expenditures.

Statements of earnings (in thousands of dollars)

	Results 2005-2006	Budget 2005-2006	Variance between results and budget		Results 2004-2005
			\$	%	
Operating revenues	12,238	11,500	738	6.4	11,487
Amortization of deferred contributions	259	148	111	75.0	221
Total revenues	12,497	11,648	849	7.3	11,708
Operating expenses (before depreciation)	25,956	25,200	- 756	- 3.0	24,862
Depreciation of property, plant and equipment	2,567	2,840	273	9.6	2,636
Total expenses	28,523	28,040	- 483	- 1.7	27,498

The operating deficit (before depreciation) amounts to \$13.718 million compared to \$13.375 million in 2004-2005, an increase of \$343,000 (2.6%). This increase is attributable to a 6.5% rise in operating revenues and a 4.4% rise in expenses.

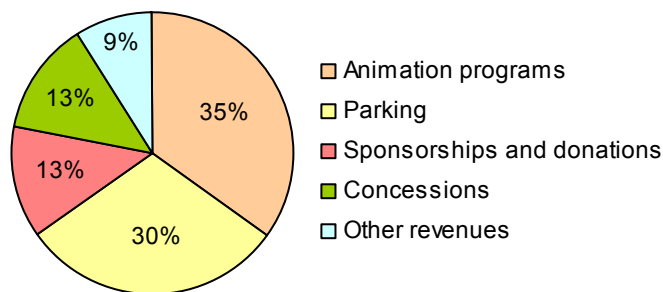
The operating deficit is \$18,000 higher than the \$13.700 million budgeted. This result is attributable to a 6.4% favourable variance for revenues and an increase of only 3.0% in operating expenses.

Revenues (in thousands of dollars)

	Results 2005-2006	Budget 2005-2006	Variance between results and budget		Results 2004-2005
			\$	%	
Animation programs	4,301	4,388	- 87	- 2.0	4,480
Parking	3,640	3,100	540	17.4	3,143
Sponsorships and donations	1,655	1,430	225	15.7	1,276
Concessions	1,558	1,522	36	2.4	1,510
Other revenues	1,084	1,060	24	2.3	1,078
Revenues (before amortization)	12,238	11,500	738	6.4	11,487
Amortization of deferred contributions	259	148	111	75.0	221
TOTAL REVENUES	12,497	11,648	849	7.3	11,708

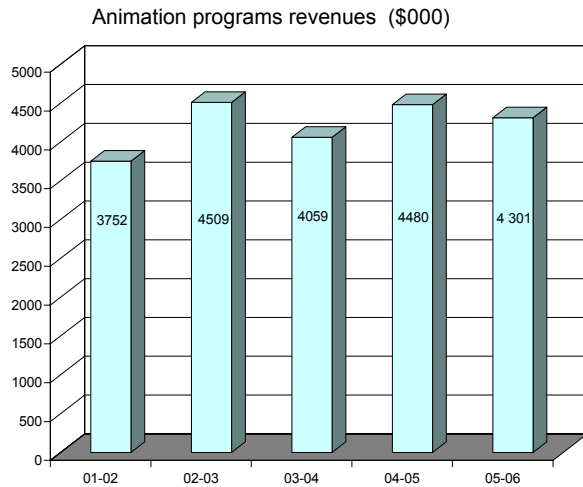
Self-generated revenues related to the Corporation's products (before amortization) in 2005-2006 amount to \$12.238 million compared to \$11.487 million in 2004-2005, a 6.5% increase corresponding to \$751,000. There were increases for all categories of revenue, except for animation programs. The presence of the Cirque du Soleil on the site in the summer of 2005 made it possible for the Corporation to generate substantial direct and indirect revenues, although these revenues are non-recurring. This major event largely explains the rise in parking revenues.

Revenues before amortization (%)



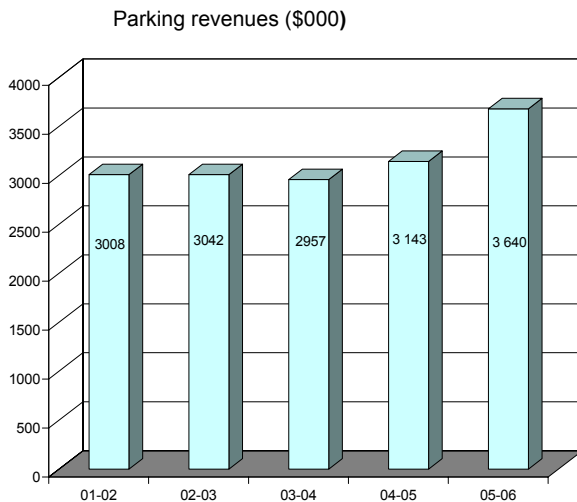
Self-generated revenues (before amortization) of \$11.500 million were budgeted in the 2005-2006 Corporate Plan. The results for 2005-2006 reveal a 6.4% increase corresponding to \$738,000. All categories of revenue made a positive contribution to this increase, with the exception of animation programs. The objectives for this revenue category could not be achieved as a result of the boycott of cultural outings by the province's teachers.

Animation programs



Total animation program revenues, which include revenues from the IMAX® TELUS Theatre, exhibitions and corporate rentals, amounted to \$4.301 million in 2005-2006, compared to \$4.480 million in 2004-2005. This result represents a decrease of \$179,000 dollars (4.0%). While revenues from the IMAX®TELUS Theatre rose by \$163,000 (6.9%) in 2005-2006, the boycott of cultural outings on the part of Québec teachers has resulted in a \$317,000 (25.6%) decline in exhibition revenues. This decrease explains the results recorded for animation program revenues. Compared to the amount of \$4.388 million budgeted in 2005-2006, there is an unfavourable variance of \$87,000 (2.0%) for animation program revenues.

Parking Revenues

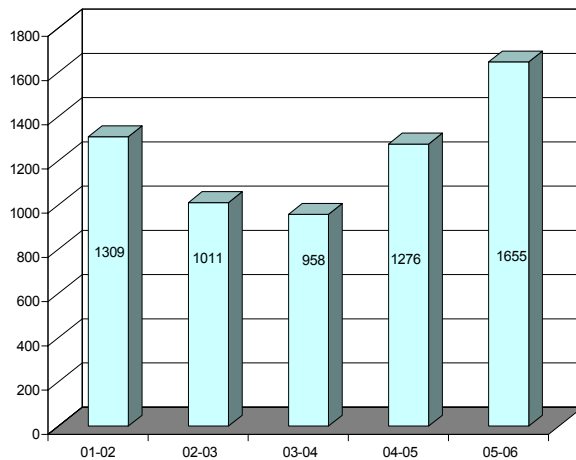


Parking revenues totalled \$3.640 million in 2005-2006. This sector represents the Corporation's greatest commercial activity in terms of the revenues generated. Compared to the \$3.143 million recorded in the 2004-2005 fiscal year, parking revenues rose by \$497,000 (15.8%). It should be noted that 79.6% of these revenues relate to hourly parking fees and are therefore dependent upon the number of visitors to the site and promotion of the site and of the events being held among the targeted clientele. The remaining 20.4% of parking revenues are generated by monthly passes purchased by local residents and people working in Old Montréal and the Old Port area. The increase in parking revenues is largely attributable to the presence of the Cirque du Soleil on the Old Port site and to the *Les Feux sur glace TELUS* event held in the winter.

The parking revenues of \$3.100 budgeted in the 2005-2006 Corporate Plan were exceeded by \$540,000 (17.4%).

Sponsorships

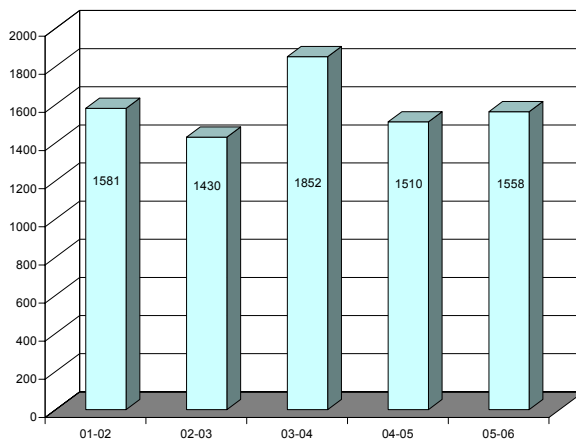
Sponsorship revenues (\$000)



Sponsorship revenues totalled \$1.655 million in 2005-2006 compared to \$1.276 million in 2004-2005, an increase of \$379,000 (29.7%). These sponsorships cover business agreements for the exclusive sale of products or services on the Old Port site. In 2005-2006, the new agreements signed with TELUS, Canadian Tire and Hydro-Québec explain this increase. Compared to the budgeted sponsorship revenues of \$1.430 million presented in the 2005-2006 Corporate Plan, these revenues are up \$225,000 (15.7%).

Concessions

Concession revenues (\$000)



Concession revenues include corporate rentals, concession holders' rent and revenues from film shoots. Total concession revenues amounted to \$1.558 million. This \$48,000 (3.2%) increase is attributable to an \$81,000 (56.6%) rise in revenues from film shoots compared to 2004-2005. This is a noteworthy performance considering the decline in the number of film shoots in Montréal. The results for concession revenues in 2005-2006 therefore exceeded the budgeted amount by \$36,000 (2.4%).

Other Revenues

Other revenues total \$1.084 million, for a very slight increase of \$6,000 (0.6%) compared to last year. The \$121,000 rise in interest income as well as the \$116,000 drop in sundry non-recurring revenues compared to 2004-2005 explain the result for this category of revenue. Other revenues also include those from the skating rink totalling \$192,000, which represent a slight increase compared to the \$185,000 recorded in 2004-2005. Revenues from the Port d'escale have remained at the same level as last year, i.e. \$333,000, while revenues from ticket sales for La Balade totalled \$90,000, for a decrease of \$11,000 (10.5%).

In comparison with the other revenues budgeted in the 2005-2006 Corporate Plan, there is an increase of \$24,000 (2.3%). Interest income is up \$97,000 as a result of the fact that we obtained our financing more quickly, which made it possible for us to increase our interest income.

Expenses (in thousands of dollars):

	Results 2005-2006	Budget 2005-2006	Variance between results and budget		Results 2004- 2005
			\$	%	
Territorial management	8,850	8,559	- 291	- 3.4	8,572
Marketing and business development	6,436	6,492	56	0.9	6,587
Animation programs	5,425	5,339	- 66	- 1.2	5,149
Administration	5,245	4,790	- 455	- 9.5	4,554
Total operating expenses (before depreciation)	25,956	25,200	- 756	- 3.0	24,862
Depreciation of property, plant and equipment	2,567	2,840	273	9.6	2,636
TOTAL EXPENSES	28,523	28,040	- 483	- 1.7	27,498

Total operating expenses (before depreciation) for 2005-2006 increased \$1.094 million (4.4%) compared to 2004-2005. Operating expenses also rose by \$756,000 (3.0%) compared to the amount budgeted for 2005-2006 included in the Corporate Plan.

Territorial management

Territorial management expenses totalled \$8.850 million, an increase of \$278,000 (3.2%) compared to 2004-2005. The \$58,000 (50.2 %) increase in natural gas costs, the \$51,000 (3.0%) rise in maintenance costs and the \$64,000 (17.3 %) increase in payroll costs for the maintenance and construction sector explain this increase in 2005-2006. Energy costs, which include electricity and natural gas, totalled \$1.159 million in 2005-2006, which represents 4.5% of total expenses.

Compared with the budgeted amounts for 2005-2006 included in the Corporate Plan, territorial management costs rose by \$291,000 (3.4%). This variance stems mainly from higher maintenance and payroll costs for this sector. Territorial management represents 34% of the operating budget.

Marketing and Business Development

Marketing and business development expenses total \$6.436 million in 2005-2006 and include a number of services, such as communications \$3.926 million (61%), the office of the Vice-president, Marketing and the marketing management unit \$686,000 (11%), sponsorship and alliance marketing services \$286,000 (4%) as well as other services representing a total amount of \$1.538 million (24%).

It should be pointed out that the communications sector includes expenses for the various advertising campaigns of the MSC, the IMAX®TELUS Theatre and events held at the Quays of the Old Port. These advertising campaigns amounted to \$2.174 million in 2005-2006, which represents 17.8% of the Corporation's operating revenues. The value of non-monetary transactions, which amounts to \$546,000, as well as payroll costs for persons associated with the various public relations functions, are added to these advertising expenses. These expenses are essential for managing a federal site the size of the Old Port, which has brought in an average of 6.746 million visitors in the past five years.

Animation programs

Animation program costs include various services within the MSC: educational services, totalling \$1,102,000 (20%), technical services, which represent \$932,000 (17%), and the business and entertainment program, for which expenses total \$912,000 (17%). The other principal services, i.e. teaching, exhibitions, science and career-related activities, logistics and development, explain the remainder of the animation program costs.

In 2005-2006, total animation program costs amounted to \$5.425 million, which represents an increase of \$276,000 (5.4%) compared to 2004-2005. The \$115,000 increase in film rental costs (20.0%) largely explains the total rise in expenses recorded. However, the revenues of the IMAX®TELUS Theatre cancelled this impact since ticketing revenues increased \$163,000 dollars (6.9%). In 2005-2006, the MSC welcomed a total of 447,000 visitors.

The cost of animation programs rose by \$66,000 (1.2%) compared to the budgeted amount for 2005-2006 included in the Corporate Plan. The animation programs budget represents 21% of the total operating budget.

Administration

Administration mainly includes the President's office, information technology services, accounting, procurement and human resources. Expenses in 2005-2006 totalled \$5.245 million, compared to \$4.554 million in 2004-2005, for an increase of \$691,000 (15.2%). This increase is attributable to the creation of the office of the Vice-president, Quays of the Old Port (\$87,000), to a \$205,000 provision for the impact of implementing new job assessment systems, to a \$136,000 adjustment in health and safety costs for 2004-2005, and to an amount of \$251,000 for professional services relating to various studies and analyses associated with preparing the *2005-2015 Development Plan* submitted to the government in 2005.

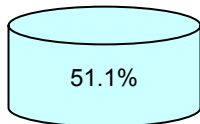
Administrative expenses rose by \$455,000 (9.5%) compared to the 2005-2006 budget. These expenses represent 19% of the total operating budget. Professional service costs related to the *2005-2015 Development Plan* primarily explain this increase.

Expenses Analysis by Major Class (in thousands of dollars):

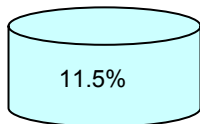
	Results 2005-2006	Budget 2005-2006	Variance between results and budget		Results 2004-2005
			\$	%	
(in thousands of dollars)					
Salaries and fringe benefits	13,270	12,897	- 373	- 2.9	12,313
Advertising	2,973	2,964	- 9	- 0.3	3,159
Depreciation	2,567	2,840	273	9.6	2,636
Maintenance	2,375	2,268	- 107	- 4.7	2,446
Taxes, permits, rents and utilities	2,142	2,223	81	3.6	2,073
Professional fees	1,079	959	- 120	- 12.5	690
Movie rental	750	708	- 42	- 5.9	872
Office expenses	425	470	45	9.6	379
Exhibitions	417	376	- 41	- 10.9	314
Telecommunications	271	281	10	3.6	279
Travel and entertainment expenses	246	334	88	26.3	366
Other	2,008	1,720	- 288	-16.7	1,971
TOTAL EXPENSES	28,523	28,040	- 483	- 1.7	27,498

Compared to 2004-2005, the analysis of the major expenses categories for the current year reveals the following:

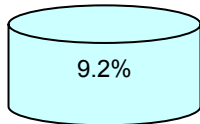
% of expenses
(before depreciation)



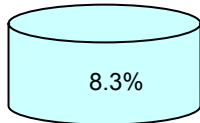
➤ **Salaries and fringe benefits** rose by \$957,000 in 2005-2006 (7.8%). Some of the main reasons for this rise are the automatic increase of 3.5% received by unionized employees, an adjustment of the health and safety costs for 2004-2005 of \$136,000, as well as the \$123,000 increase in payroll costs for the parking department (equivalent to a rise of 27.9%) whereas the corresponding revenues rose by \$497,000. A number of factors explain this expense increase, including the creation of the office of the Vice-president, Quays of the Old Port, the training required to obtain customer service accreditation from the Bureau de normalisation du Québec and the higher labour costs for holding new events in the winter months.



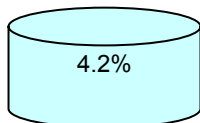
➤ **Advertising** expenses (excluding salaries) totalled \$2.973 million in 2005-2006, down \$186,000. This expense represents 24.3% of the Corporation's total revenues (before depreciation) compared to 27.5% in 2004-2005.



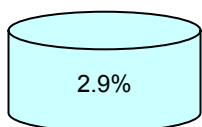
➤ **Site maintenance and the maintenance of facilities** continue to represent a significant expense for the Corporation. Due to the size of the site and the age of certain assets, rigorous maintenance work is required, which explains this level of expense. The Corporation kept maintenance costs at the same level as last year. They amounted to \$2.375 million compared to \$2.446 million in 2004-2005.



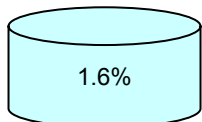
➤ **Taxes, permits, rents and utilities** increased by \$69,000 (3.3%), due mainly to the rise in hydroelectricity and natural gas costs, for an expense totalling \$2.142 million in 2005-2006.



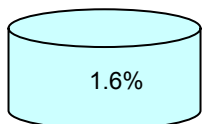
➤ **Professional fees** totalled \$1.079 million, up \$389,000 (56.4%) compared to 2004-2005 and \$120,000 (12.5%) compared to the 2005-2006 budget included in the Corporate Plan. This increase is mainly attributable to the cost of preparing the 2005-2015 Development Plan presented to the government in 2005 and presenting a total amount of \$251,000.



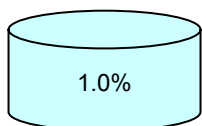
➤ **Movie rental** include the cost of movies shown at the IMAX®TELUS Theatre and as part of the movie game. The end of the presentation of the Immersion Movie Game in 2005 and the conversion to the *Snow Birds* interactive video game resulted in a cost reduction for this event, which explains the \$122,000 favourable variance compared to 2004-2005.



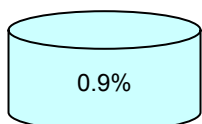
➤ **Office expenses** include stationery, postage and uniforms. The \$46,000 increase in office expenses is mainly attributable to the renewal of the Corporation's stationery to include the new logos of the administrative units.



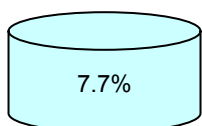
➤ **Exhibitions** represented an expense of \$417,000, up \$103,000 (32.8%) compared to last year and represented \$41,000 dollars (10.9%) compared to the budget presented in the 2005-2006 Corporate Plan. This increase is explained by the development of Nox, a new theme activity during the Christmas season.



➤ **Telecommunications costs** totalled \$271,000 in 2005-2006 compared to \$279,000 in 2004-2005.



➤ **Travel and entertainment expenses** totalled \$246,000 in 2005-2006, down \$120,000 (32.7%)



➤ "**Other**" expenses total \$2,008,000 and include many components, such as insurance, animation programs contracts and provision for contingencies. They represent an increase of \$37,000 or 1.9% compared to 2004-2005.

Balance Sheet (in thousands of dollars)

	2006-03-31	2005-03-31
Total assets	21,373	19,918
Total liabilities	20,749	19,027
Shareholder's equity	624	891

Total assets as at March 31, 2006 amount to \$21.373 million compared to \$19.918 million at the end of the last fiscal year, an increase of \$1.455 million (7.3%).

Assets

Cash and cash equivalents and restricted cash and cash equivalents total \$3.808 million compared to \$3.329 million in 2004-2005. Accounts receivable increased by \$106,000 (16.3%) in comparison with amounts as at March 31, 2005. The bad debt allowance totals \$18,000.

Liabilities

The total amount of accounts payable and accrued liabilities (excluding the repayable contribution) increased from \$4.227 million in 2004-2005 to \$4.617 million in 2005-2006. The repayable contribution totals \$94,000 for 2005-2006.

Capital Expenditures (in thousands of dollars)

Capital expenditures	Actual 2005-2006	Budget 2005-2006	Variance between results and budget		Actual 2004-2005
			\$	%	
Property, plant and equipment	3,366	2,625	- 741	- 28.2	2,849

Capital expenditures totalled \$3.366 million in 2005-2006 compared to \$2.849 million in 2004-2005 and compared to the budgeted amount of \$2.625 million included in the Corporate Plan. Disbursements in 2005-2006 include capital expenditures for the renewal of the MSC's permanent exhibitions in 2007, representing a total amount of \$853,000. This amount is refunded entirely through donations made by the Montréal Science Centre Foundation. Excluding this item, expenditures comparable to the budgeted amount for 2005-2006, totalling \$2.513 million were recorded, which is \$112,000 less than the budget. The fund-raising campaign organized by the Montréal Science Centre Foundation to fund the renewal of the MSC's permanent exhibitions brought in the necessary funds to renew the MSC's permanent exhibitions in 2007, whose estimated cost is \$6.300 million. Thus, thanks to the Montréal Science Centre Foundation, the Corporation now has assurances that all of the expenditures to be incurred to renew the MSC's exhibitions in 2007 will be covered.

The following projects represented capital expenditures in excess of \$50,000 in 2005-2006:

➤ Temporary exhibition – “ Ice Age Mammals”	\$334,000
➤ Construction and setting up of two educational workshops at the MSC	\$246,000
➤ Refitting of offices for information technology services, MSC parking – warehouse/premises and plans and specifications	\$222,000
➤ Public space– Clock Tower Pier	
➤ Refrigerated warehouse– joint project with PWGSC –CLCL	\$207,000
➤ Ticketing software project (year 2)	\$137,000
➤ Temporary exhibition– “ Extreme Rotation”	\$102,000
➤ Interactive response system and call centre	\$97,000
➤ Renewal– computer inventory	\$76,000
➤ Decoration of the site/streamer	\$62,000
➤ Preventive maintenance software	\$59,000

TOTAL **\$1,542,000**

Finally, 20 other projects represented expenditures in excess of \$25,000 during the year , which corresponded to a total amount of \$722,000. The considerable variety of the Corporation's commercial and cultural activities, the size of its site, and the fact that its buildings and equipment are aging explain the Corporation's considerable action in the form of specific investments on the site.

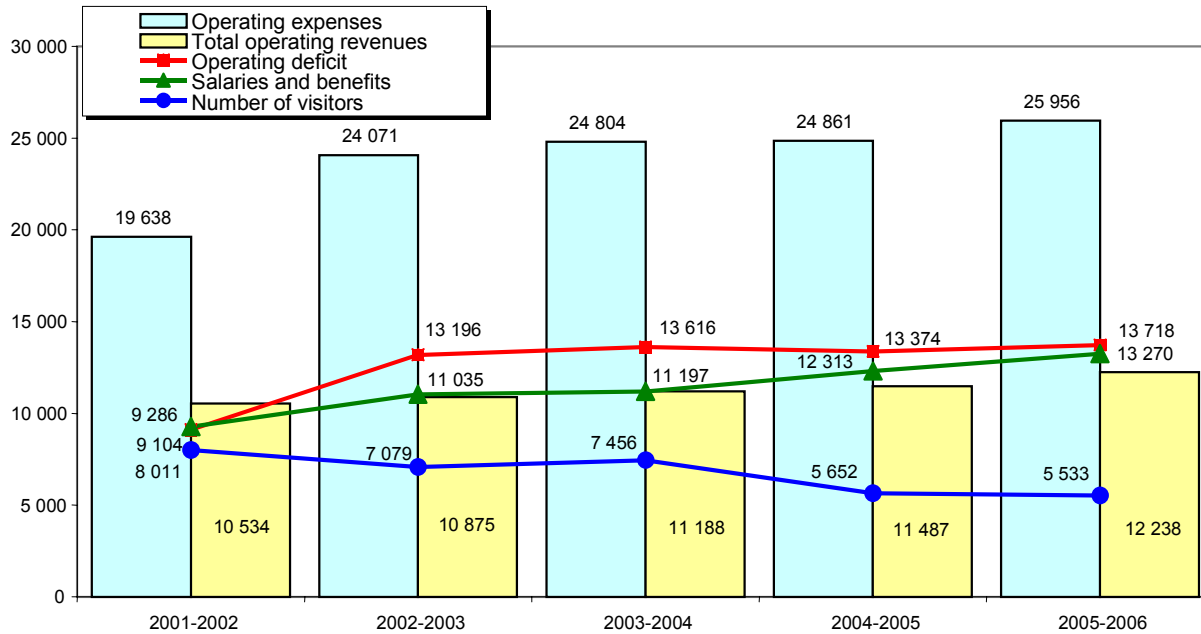
Five-year summary (in thousands of dollars)

	Budget	Results				
	2005-2006	2005-2006	2004-2005	2003-2004	2002-2003	2001-2002
Statement of Operations						
Revenues						
Animation programs \$	4,388	4,301	4,480	4,060	4,509	3,752
%	38.2%	35.1%	39.0%	36.3%	41.5%	35.6%
Parking \$	3,100	3,640	3,143	2,957	3,042	3,008
%	27.0%	29.8%	27.4%	26.4%	28.0%	28.6%
Sponsorships \$	1,430	1,655	1,276	958	1,011	1,309
%	12.4%	13.5%	11.1%	8.6%	9.3%	12.4%
Concessions \$	1,522	1,558	1,510	1,852	1,429	1,581
%	13.2%	12.7%	13.1%	16.6%	13.1%	15.0%
Other revenues \$	1,060	1,084	1,078	1,361	884	885
%	9.2%	8.9%	9.4%	12.1%	8.1%	8.4%
Total operating revenues	11,500	12,238	11,487	11,188	10,875	10,535
Amortization	148	259	221	2,757	3,004	3,004
Expenses						
Operating expenses	25,200	25,956	24,862	24,804	24,071	19,638
Salaries and fringe benefits	12,897	13,270	12,313	11,197	11,035	9,286
Salaries and fringe benefits to operating expenses	51.2%	51.1%	49.5%	45.1%	45.8%	47.3%
Amortization	2,840	2,567	2,636	3,894	4,468	3,580
Operating deficit	13,700	13,718	13,375	13,616	13,196	9,103
Parliamentary Appropriations						
Parliamentary appropriations and contributions	16,325	16,231	15,775	18,018	17,955	11,325
Balance Sheet						
Assets						
Cash and cash equivalents, restricted cash and cash equivalents	2,156	3,808	3,329	4,091	4,747	3,717
Accounts receivable	1,000	758	652	1,063	1,783	1,990
Prepaid expenses	600	479	408	269	437	657
Property, plant and equipment	15,163	16,328	15,529	15,316	14,560	14,230
Liabilities						
Accounts payable and accrued liabilities	2,500	4,617	4,227	4,629	5,137	4,801
Repayable Parliamentary appropriations and contributions	-	94	325	826	445	-
Deferred revenues	2,380	2,490	1,399	1,301	2,825	3,685
Loan	-	-	-	-	2,404	4,686
Deferred property, plant and equipment financing	12,412	13,548	13,076	12,825	10,003	6,739

Key Operating Statistics

	2005-2006	2004-2005	2003-2004	2002-2003	2001-2002
Operating revenues to operating expenses (excluding depreciation)	47%	46%	45%	45%	54%
Number of visitors to the Old Port of Montréal (in thousands)	5,533	5,652	7,456	7,079	8,011
Number of visitors to the Montréal Science Centre (in thousands)	447	457	445	474	424

Thousands



Five-year Outlook

The Corporation's challenges in the next five years in terms of financial performance will relate to its ability to deal with rising labour, material and energy costs and the cost of living in general. In order to meet these challenges, the Corporation plans to develop the products and services that it offers during the winter months and to renew its summer offerings. In addition to its creative and innovative team, the Corporation will need to provide the resources required to generate better results.

To have a viable and sustainable performance, the Corporation needs to obtain the financing required to implement its *2005-2015 Development Plan* to provide the Old Port with the equipment and amenities that will allow it to assert itself as a destination not to be missed and to increase the consumption of its products and services on site.

In addition, with its aging facilities the Corporation has no other alternative but to request the transfer of the custody of the assets from PWGSC and to obtain the necessary government funding to ensure the maintenance and conservation of these assets in accordance with the program updated in 2004.

MANAGEMENT'S RESPONSIBILITY REGARDING THE FINANCIAL STATEMENTS

The Corporation's management is responsible for preparing and presenting the financial statements in the annual report. These have been prepared in accordance with generally accepted accounting principles in Canada and necessarily contain estimates made by Management to the best of its judgment and for which Management is responsible. Management acknowledges its responsibility for choosing accounting principles and methods that are compatible with the Corporation's circumstances. Financial information presented elsewhere in the annual report is consistent with that of the financial statements. Management applies internal controls, accounting principles and practices to ensure with a reasonable degree of certainty that financial information is relevant and reliable, that the assets it manages are safeguarded, and that corporate transactions have been in compliance with the appropriate authorizations. The Board of Directors is responsible for examining and approving the financial statements and for overseeing how Management discharges its responsibility for the presentation of financial information.

The Board exercises this responsibility primarily through the Audit and Administration Committee, which is composed exclusively of Directors who are neither part of Management nor employed by the Corporation. This Committee examines the financial statements with Management and representatives of the Office of the Auditor General of Canada, who is appointed as external auditor by the shareholder, before submitting them to the Board for approval. This Committee also examines the work plans submitted by the internal and external auditors and meets with them in order to discuss their findings and observations regarding accounting issues, audit procedures and the presentation of financial information. The Auditor General of Canada is responsible for auditing the transactions and the financial statements of the Corporation and for reporting on these financial statements. Management considers that the financial statements faithfully present the financial position of the

Corporation, the results of its operations, and its cash flows. The Board of Directors has studied and approved the financial statements following a recommendation from the Audit and Administration Committee.



Claude Benoit, M. C.
President and Chief Executive Officer



Gilles Turgeon, C.M.A.
Vice-president, Finance and Administration

Montréal,
June 9, 2006



AUDITOR'S REPORT

To the Minister of Transport, Infrastructure and Communities

I have audited the balance sheet of the Old Port of Montreal Corporation Inc. as at March 31, 2006 and the statements of operations and retained earnings and cash flows for the year then ended. These financial statements are the responsibility of the Corporation's management. My responsibility is to express an opinion on these financial statements based on my audit.

I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In my opinion, these financial statements present fairly, in all material respects, the financial position of the Corporation as at March 31, 2006 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles. As required by the *Financial Administration Act*, I report that, in my opinion, these principles have been applied on a basis consistent with that of the preceding year.

Further, in my opinion, the transactions of the Corporation that have come to my notice during my audit of the financial statements have, in all significant respects, been in accordance with Part X of the *Financial Administration Act* and regulations, the *Canada Business Corporations Act*, the articles and the by-laws of the Corporation and the Agreement between the Corporation and Her Majesty in Right of Canada represented by the Minister of Public Works and Government Services.

Nancy Y. Cheng, FCA
Assistant Auditor General
for the Auditor General of Canada

Ottawa, Canada
June 9, 2006

OLD PORT OF MONTRÉAL CORPORATION INC.

FINANCIAL STATEMENTS
Balance Sheet as at March 31

	2006	2005
	(in thousands of dollars)	
<i>Assets</i>		
Current		
Cash and cash equivalents	3,303	3,298
Restricted cash and cash equivalents (Note 4)	505	31
Accounts receivable	758	652
Prepaid expenses	479	408
	5,045	4,389
Long-term		
Property, plant and equipment (Note 3)	16,328	15,529
	21,373	19,918
<i>Liabilities</i>		
Current		
Accounts payable and accrued liabilities	4,617	4,227
Repayable Parliamentary appropriations and contributions (Note 15)	94	325
Current portion of deferred contributions- Montréal Science Centre (Note 4)	262	262
	4,973	4,814
Long-term		
Deferred contributions - Montréal Science Centre (Note 4)	2,228	1,137
Deferred property, plant and equipment financing (Note 5)	13,548	13,076
	15,776	14,213
	20,749	19,027
<i>Shareholder's equity</i>		
Retained earnings	624	891
Capital stock (Note 6)	-	-
	624	891
	21,373	19,918

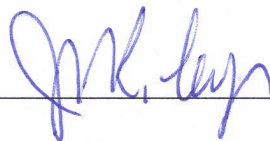
Contingencies (Note 12)

Commitments (Note 13)

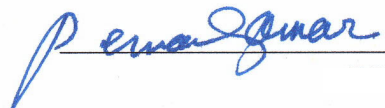
The notes are an integral part of the financial statements.

Approved by the Board of Directors

Director



Director



OLD PORT OF MONTRÉAL CORPORATION INC.

Statement of Operations and Retained Earnings

For the year ended March 31

	2006	2005
	(in thousands of dollars)	
Revenues		
Animation programs	4,473	4,637
Less: Royalties to third parties	172	157
	4,301	4,480
Parking	3,640	3,143
Amortization of deferred contributions - Montréal Science Centre (Note 4)	259	221
Concessions	1,558	1,510
Sponsorships and donations	1,655	1,276
Interest	233	111
Other	851	967
	12,497	11,708
Operating expenses (Note 7)		
Territorial management	8,850	8,572
Marketing and business development	6,436	6,587
Animation programs	5,425	5,149
Administration	5,245	4,554
Depreciation of property, plant and equipment	2,567	2,636
	28,523	27,498
Excess of operating expenses over revenues	16,026	15,790
Contributions - Operating expenditures (Note 15)	13,718	-
Parliamentary appropriations - Operating expenditures (Note 15)	-	13,375
Amortization of deferred property, plant and equipment financing (Note 5)	2,041	2,149
Net operating results	(267)	(266)
Retained earnings, beginning of year	891	1,157
Retained earnings, end of year	624	891

The notes are an integral part of the financial statements.

OLD PORT OF MONTRÉAL CORPORATION INC.

Statement of Cash Flows
For the year ended March 31

	2006	2005
	(in thousands of dollars)	
<i>Operating activities</i>		
Net operating results	(267)	(266)
Non-cash items:		
Depreciation of property, plant and equipment	2,567	2,636
Amortization of deferred property, plant and equipment financing	(2,041)	(2,149)
Amortization of deferred contributions	(259)	(221)
Sponsorships and donations recognized as revenue	(269)	(155)
Change in non-cash assets and liabilities	(18)	(632)
<i>Cash flows from operating activities</i>	(287)	(787)
<i>Financing activities</i>		
Financing received for the Montréal Science Centre	1,619	474
Parliamentary appropriations and contributions for acquisition of property, plant and equipment	2,513	2,400
<i>Cash flows from financing activities</i>	4,132	2,874
<i>Investing activities</i>		
Acquisition of property, plant and equipment	(3,366)	(2,849)
<i>Cash flows from investing activities</i>	(3,366)	(2,849)
Change in cash and cash equivalents during the year	479	(762)
Cash and cash equivalents, beginning of year	3,329	4,091
Cash and cash equivalents, end of year	3,808	3,329
Represented by:		
Cash	808	1,829
Certificate, 3.35%, maturing on January 25, 2007, redeemable at any time (2005: 2.4%)	3,000	1,500
	3,808	3,329

The notes are an integral part of the financial statements.

OLD PORT OF MONTRÉAL CORPORATION INC.

Notes to Financial Statements as at March 31, 2006

1. Authority and activities

The Old Port of Montreal Corporation Inc. was incorporated on November 26, 1981 under the *Canada Business Corporations Act* and is a wholly-owned subsidiary of Canada Lands Company Limited, a Crown corporation named in Part I of Schedule III of the *Financial Administration Act*. In accordance with Order in Council P.C. 1987-86, the Old Port of Montreal Corporation Inc. is subject to certain provisions of the *Financial Administration Act* as if it were a parent Crown corporation, agent of the Crown, listed in Part I of Schedule III of the *Financial Administration Act*.

Since February 1, 1982, pursuant to an agreement between the Corporation and Her Majesty in Right of Canada represented by the Minister of Public Works and Government Services, the Corporation has been responsible for developing and promoting the development of the lands of the Old Port of Montreal, and for administering, managing and maintaining the properties of Her Majesty located thereon.

2. Significant accounting policies

The financial statements have been prepared in accordance with Canadian generally accepted accounting principles. Significant accounting policies are described below.

a) Property, plant and equipment

Property, plant and equipment are recorded at their original cost and are depreciated on a straight-line basis over their estimated useful lives, starting on the date they are put into service, as follows:

Buildings	25 years
Computer hardware and software	3 years
Exhibitions	According to the duration of the exhibition
Machinery, tooling and equipment	10 years
Automotive equipment	5 years
Office furniture and equipment	7 years

Leasehold improvements represent major work to buildings, infrastructures and land development. They are capitalized and depreciated over the remaining life of the lease for rental space or over a 15- to 25-year period for assets owned by Public Works and Government Services Canada.

b) Deferred contributions

The Corporation follows the deferral method of accounting for contributions, which are mainly in the form of donations. Unrestricted contributions are recognized as revenue when they are received or receivable provided that collection is reasonably assured. Externally restricted contributions are deferred and recognized as revenue during the year in which the underlying expenses are incurred. Contributions restricted for the acquisitions of depreciable capital assets are amortized over the useful lives of the capital assets acquired.

OLD PORT OF MONTRÉAL CORPORATION INC.

c) Revenues

Animation programs, parking, concessions, interest and other:

Revenues from ticket sales, parking, concessions, interest and other activities, including La Balade, the Port d'Escale and the skating rink are recorded during the year in which they are earned.

Sponsorships:

The Corporation has signed agreements with a number of sponsors that provide cash, products, advertising and other services in exchange for various benefits, including exclusive marketing rights and visibility. Sponsorships are recognized in the period to which they relate. Non-monetary transactions are recorded at fair market value.

d) Parliamentary appropriations and contributions

The Government of Canada funds the Corporation through parliamentary appropriations or contributions. The appropriations and contributions for the purchase of depreciable property, plant and equipment is recorded as deferred property, plant and equipment financing and amortized on the same basis as the related property, plant and equipment. The appropriations and contributions for operating expenditures are recorded in the Statement of Operations in the year the appropriations are approved.

e) Retirement savings plan

The Corporation has set up a group retirement savings plan that provides for the creation of a single trust with a corporation in the private sector to administer the contributions it receives to provide retirement income for employees through individually registered retirement savings plans. The Corporation acts solely as an agent and assumes no financial responsibility or obligation regarding this plan.

f) Measurement uncertainty

The preparation of the financial statements in accordance with Canadian generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities as at the date of the financial statements and the reported amounts of revenues and expenses for the reporting period. Estimates relating to bad debts, claims from suppliers, accrued liabilities and useful life of property, plant and equipment are the most significant items requiring estimates to be made. Actual figures may differ substantially from these estimates.

OLD PORT OF MONTRÉAL CORPORATION INC.

3. Property, plant and equipment

	2006		
	<i>Cost</i>	Accumulated depreciation	<i>Book value</i>
	(in thousands of dollars)		
Leasehold improvements	9,883	1,296	8,587
Buildings	147	24	123
Computer equipment	2,006	1,440	566
Exhibitions	8,699	8,393	306
Software	1,428	1,039	389
Machinery, tooling and equipment	8,401	4,644	3,757
Automotive equipment	1,040	935	105
Office furniture and equipment	2,111	1,397	714
Work in progress	1,781	-	1,781
	35,496	19,168	16,328

	2005		
	<i>Cost</i>	Accumulated depreciation	<i>Book value</i>
	(in thousands of dollars)		
Leasehold improvements	8,455	905	7,550
Buildings	147	20	127
Computer equipment	1,788	1,413	375
Exhibitions	8,146	7,599	547
Software	1,115	939	176
Machinery, tooling and equipment	8,381	4,069	4,312
Automotive equipment	1,023	915	108
Office furniture and equipment	1,928	1,178	750
Work in progress	1,584	-	1,584
	32,567	17,038	15,529

Property, plant and equipment represent acquisitions made by the Old Port of Montreal Corporation Inc. since it was incorporated. A significant portion of the property, plant and equipment used by the Corporation, representing wharves, urban equipment, warehouses, buildings, land and bicycle paths, is recorded in the financial statements of Public Works and Government Services Canada because the Corporation does not own these property, plant and equipment.

4. Deferred contributions

Deferred contributions represent the unrecognized portion of externally restricted contributions to be used to renew the exhibitions at the Montréal Science Centre (MSC) or for other activities specific to the MSC. Deferred contributions include amounts received totalling \$505,000 (\$31,000 in 2005) that were not used as at March 31. This amount is presented under restricted cash and cash equivalents on the balance sheet.

OLD PORT OF MONTRÉAL CORPORATION INC.

The changes in deferred contributions can be explained as follows:

	2006	2005
	(in thousands of dollars)	
Balance, beginning of year	1,399	1,301
Plus:		
Donations from the MSC Foundation to renew exhibitions and for MSC activities (Note 8)	1,400	80
Sponsorships and donations	219	394
	1,619	474
Less:		
Sponsorship and donations recognized as revenue	269	155
Amortization of contributions restricted for the purchase of depreciable property, plant and equipment	259	221
	528	376
Balance, end of year	2,490	1,399
Current portion	262	262
Long term portion	2,228	1,137
	2,490	1,399

5. Deferred property, plant and equipment financing

Deferred property, plant and equipment financing represents the unamortized portion of the parliamentary appropriations and contributions for the purchase of property, plant and equipment.

The changes in the deferred property, plant and equipment financing balance are as follows:

	2006	2005
	(in thousands of dollars)	
Balance, beginning of the year	13,076	12,825
Parliamentary appropriations and contributions received during the year for property, plant and equipment acquisitions and improvements	2,513	2,400
Amortization for the year	(2,041)	(2,149)
Balance, end of year	13,548	13,076

6. Capital stock

The Corporation is authorized to issue a single share, to be held in trust for Her Majesty in Right of Canada. The share may not be transferred without the consent of the Governor General in Council. The authorized share has been issued in consideration of services rendered.

OLD PORT OF MONTRÉAL CORPORATION INC.

7. Summary of operating expenses by major category

	2006	2005
	(in thousands of dollars)	
Salaries and fringe benefits	13,270	12,313
Advertising	2,973	3,159
Depreciation	2,567	2,636
Maintenance	2,375	2,446
Taxes, permits, rents and utilities	2,142	2,073
Professional fees	1,079	690
Movie rental	750	872
Office expenses	425	379
Exhibitions	417	314
Telecommunications	271	279
Travel and entertainment expenses	246	366
Other	2,008	1,971
	28,523	27,498

8. Montréal Science Centre Foundation

The Montréal Science Centre Foundation is a non-profit organization founded on March 27, 2000. It was incorporated as a trust under a notarial deed and is a non-profit organization registered under the *Income Tax Act*. The audited financial statements of the Montréal Science Centre Foundation are not consolidated in these financial statements.

The purpose of the Foundation is to promote better knowledge and understanding of science and technologies. It must also manage the funds and fund-raising activities for the sole benefit of the Montréal Science Centre.

According to the trust agreement, the Foundation must remit to the Old Port of Montreal Corporation Inc. (the "Corporation") no later than 90 days after its year end, its disbursement quota as per the *Income Tax Act*, in particular a minimum of 80% of the donations received and the revenues generated by the accumulated capitalized funds. Funds remitted to the Corporation must be used for activities of the Montréal Science Centre.

The Foundation remitted the total amount of \$1,400,000 to the Corporation for the year ending March 31, 2006, including \$1,320,000 to finance the renewal of the 2007 MSC's permanent exhibitions and \$80,000 for the MSC's activities (\$80,000 in 2005).

The Foundation's condensed financial statements for the fiscal year ending December 31 are as follows:

OLD PORT OF MONTRÉAL CORPORATION INC.

Montréal Science Centre Foundation

<i>Financial Position</i>	2005	2004
	(in thousands of dollars)	
Total assets	1,425	1,117
Total liabilities	1,379	1,024
Total net assets	46	93
<i>Operating results</i>		
Revenues	1,454	139
Expenses	1,500	160
Net results	(46)	(21)
<i>Cash flows</i>		
Cash from operating activities	(402)	630
Cash increase (decrease)	(402)	630

9. Fair value of financial instruments

The transactions related to cash and cash equivalents, accounts receivable and accounts payable are carried out in the normal course of business. The carrying amount of each of these items approximates their fair value because of their short-term maturity. As there is no concentration of accounts receivable, the credit risk is low.

10. Non-monetary transactions

The Corporation has granted exclusive rights to certain sponsors for the sale of their products in exchange primarily for advertising. These non-monetary transactions with unrelated parties were recorded equally in revenues and expenses. They were estimated to \$546,000 in 2006 (\$598,000 in 2005), which represents the fair value of the assets and services received.

11. Related party transactions

The Corporation is related in terms of common ownership to all Government of Canada departments, agencies and Crown corporations. The Corporation enters into transactions with these entities in the normal course of business. These transactions were recorded at the exchange value, i.e. the value of the consideration paid or received, which was established and accepted by the related parties.

Aside from the transactions already mentioned in the financial statements, the Corporation conducted the following transactions with related entities:

OLD PORT OF MONTRÉAL CORPORATION INC.

a) Landscaping work on the site

Public Works and Government Services Canada (PWGSC) manages contracts based on the cost-plus method. For the fiscal year ending March 31, 2006, the cost of these contracts totalled \$47,000 (\$316,000 in 2005) and is included under the category of work in progress and leasehold improvements.

The Corporation has carried out work on the site of the Old Port for which it invoiced the Canada Lands Company Limited and PWGSC amounts of \$300,000 and \$611,000 (\$617,000 in 2005) respectively. The balance receivable from PWGSC regarding this work totals \$109,000 as at March 31, 2006 (\$111,000 in 2005).

b) Rental of space

The Corporation signed an agreement with the Montreal Port Authority, beginning on January 1, 2002 and ending on December 31, 2006, covering the rental of space for parking operations and administrative offices. Rental costs under this agreement amounted to \$603,000 for the fiscal year (\$603,000 in 2005) and are included in the territorial management expenses.

c) Joint operations

The Corporation and federal and provincial museums are party to agreements for the sharing of exhibition production costs in the normal course of operations. The Corporation had a commitment under these agreements for \$765,000 (\$765,000 in 2005) for the year ended March 31, 2006. In this respect, an amount of \$722,130 (\$307,000 in 2005) is included in work in progress and exhibitions under property, plant and equipment. The balance payable totals \$147,000 as at March 31, 2006 (\$30,000 in 2005).

12. Contingencies

In the normal course of its activities, the Corporation is either a claimant or a defendant in a number of claims or lawsuits. Various claims have been filed or lawsuits instituted against the Corporation. In management's opinion, the outstanding issues as at March 31, 2006 are of a current nature. Management has constituted what it considers to be sufficient provisions and is of the opinion that the resolution of these contingencies should not have a major unfavourable impact on the Corporation's financial situation.

13. Commitments

As at March 31, 2006, operating commitments until 2011 total \$1.087 million (\$2.0 million as at March 31, 2005), primarily for rent, maintenance, leases, advertising contracts and professional services. Property, plant and equipment commitments amount to \$3.652 million (\$0.9 million as at March 31, 2005).

OLD PORT OF MONTRÉAL CORPORATION INC.

(in thousands of dollars)

2006-2007:	3,015
2007-2008:	1,671
2008-2009:	41
2009-2010:	9
<u>2010-2011:</u>	<u>3</u>
	<u>4,739</u>

14. Asset retirement obligations

The Corporation operates certain structures under an operating lease. The agreement signed by the parties includes a clause which stipulates that upon expiry of the lease, the owner will retake control of these structures without providing any compensation for any additions or modifications made by the Corporation to the initial structures, provided that the owner considers them to be in satisfactory condition. According to the Corporation, the changes made to the structures since it has had responsibility for management thereof satisfy the lessor's requirements. Accordingly, no liability relating to the retirement of these assets has been recognized in the financial statements.

15. Reconciliation of net results from operations to Government funding

The Corporation receives its funding from the Government of Canada based on cash flow requirements. On May 19, 2005, the Governor General in Council authorized the Minister of State (Infrastructure and Communities) to sign a contribution and one-time financial assistance agreement with the Old Port of Montréal Corporation Inc. The contribution agreement received Treasury Board approval for the payment of a maximum amount of \$16.325 million. The contribution, which replaced the parliamentary appropriation, was used to finance the Corporation's operating expenditure and property, plant and equipment.

Items recognized in the Statement of operations and retained earnings in one year may be funded by the Government of Canada in different years. Accordingly, the Corporation has different net results of operations for the year on a government funding basis than on a Canadian generally accepted accounting principles basis. These differences are outlined below:

OLD PORT OF MONTRÉAL CORPORATION INC.

	2006	2005
	(in thousands of dollars)	
Excess of operating expenses over revenues	16,026	15,790
Items not affecting government funding:		
Amortization of deferred contributions	259	221
Depreciation of property, plant and equipment	(2,567)	(2,636)
Parliamentary appropriation and contribution required to fund operations	13,718	13,375
Amount used to acquire property, plant and equipment	2,513	2,400
Parliamentary appropriation and contribution used	16,231	15,775
Parliamentary appropriation and contribution authorized and received	16,325	16,100
Repayable Parliamentary appropriation and contribution	94	325

16. Comparative figures

Certain 2005 figures were restated to conform to the presentation of the current year.

Partners

Partners of the Old Port of Montréal Corporation

Canada

Major partners of the Old Port of Montréal



Other partners

Astral Média Affichage

Zoom Média

Partners for 2005-2006 winter programming:

Official partner for the skating rink: Canadian Tire

Presenter for the Amarula Interludes: LCC Vins (Amarula)

Media partners: Astral Media Radio (Énergie & RockDentente), MusiquePlus & Musimax, VOIR & HOUR

Partner of the Montréal Science Centre

Canada

Presenting sponsors of the Montréal Science Centre



Sponsors of the Montréal Science Centre



Presenting sponsor of the Montréal Science Centre's IMAX®TELUS Theatre



Presenting sponsor for regular programming at the Montréal Science Centre's IMAX®TELUS Theatre



Promotional sponsor of the Montréal Science Centre

La Cordée

Donors of the Montréal Science Centre

Trottier Family Foundation

Imperial Oil Foundation

Pratt & Whitney Canada

Imperial Tobacco

Royal Bank of Canada

Laurentian Bank Foundation

