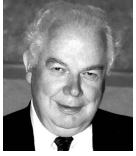




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Message from the Chairman of the Board

Messages

In 2003–2004, the Old Port of Montréal Corporation's Board of Directors and team worked diligently to pave the way ahead for the Corporation. In the wake of recommendations from the mandate review of 2001–2002, the Corporation endeavored once again in 2003–2004 to secure the transfer of custody of the Old Port's assets and the funding needed to conserve and improve those assets. Unfortunately, for a second year, the government's resources have not allowed us to do so.

Following several meetings with our partners in government and Montréal's tourism sector, it became apparent that the Corporation's immediate needs must be more clearly defined and centred in a vision of the future that embraces change and leads to the adaptations and transformations needed for the Old Port to better serve Canadians and the community.

With a consortium of experts, we revised our infrastructure management plan and began to draw up a new Development Plan. The revision process also provided an opportunity to draft a status report and recommend directions for development that will allow us to:

- contribute to the site's role as a public service for local citizens;
- contribute to the growth of Montréal's recreation and tourism industry;
- optimize the site's financial performance;
- strengthen the physical and visual links between the site and the city, Old Montréal, the port, and the river;
- reinforce the site's heritage character;
- improve accessibility to the site by developing new public transport infrastructures;
- reduce automobile traffic in Old Montréal as a result;
- consolidate existing operations and activities over four seasons.

It should be noted that several of the directions and solutions resulting from these studies were shared with the Ville de Montréal and the Montréal Harbourfront Corporation and have been integrated into the planning program of the Borough of Ville-Marie and the development plan of the Montréal Harbourfront Corporation: *Montréal Harbourfront – Vision 2025*. The Old Port is thus a vital part of Montréal's future.

In the summer of 2004, the Corporation's Board of Directors will be promoting and mobilizing support for its new Development Plan. The Corporation intends to submit this plan to the government in the fall of 2004 to ensure that OPMC operations continue over the long-term.

I would like to point out that the Corporation owes a great deal to its management team. In a year in which we experienced a labour dispute that cost us revenues and incurred significant expenditures, in which we suffered from extreme weather conditions that kept visitors from the site, and in which we embarked on a major reorganization of our activities into separate business units and a review of our administrative, accounting, and financial practices, our management team worked hard to ensure that scheduled activities continued as planned and on budget. On behalf of the Board, I congratulate the whole Old Port team, which once again this year surpassed its objectives.

Finally, for myself, and on behalf of the other Board members and the Old Port team, I wish to thank the Minister of Transport, David Collenette, the Minister of State (Infrastructure), Andy Scott, and their colleagues, for their advice and support in furthering the interests of the Corporation within the government.



Message from the President and Chief Executive Officer

Messages

For the whole Old Port of Montréal Corporation team, 2003–2004 was a time to renew our corporate culture and to develop an enriching and stimulating team spirit

During the labour conflict we experienced at the beginning of the summer, we received a clear signal from our employees, which gave rise to a number of initiatives to remobilize our teams around our key activities and customer service. I personally organized monthly birthday breakfasts for my colleagues, which allowed me to get to know many wonderful people who are very attached and committed to the Old Port, its site, and the organization. Their participation in these get-togethers and the ideas they shared were greatly appreciated.

We also set up work groups for two areas. The first covers internal communications and focuses on improving how information circulates, how opinions are shared, and how concrete changes in some of our practices are implemented. The great number of employees who attended our Christmas party is proof that we are on the right track.

The other area is customer service. We hope to receive customer service certification from the Québec Standards Bureau, and we are very much aware that to do so we must draw upon the expertise of every one of our employees.

Already, both work groups have produced ideas and concrete means toward achieving significant changes.

Thanks to the imagination and entrepreneurial spirit of our managers, we successfully overcame the shortfalls and the extra expenditures incurred this year. Through the reduction, postponement or cancellation of certain activities and works, and through efforts to settle certain

overdue accounts, we were able to create some maneuvering room. Moreover, by reviewing our activity programming, including the presentation of two special films at our IMAX® Theatre, and thanks to the good performance of our services and concession holders, all of which were supported by aggressive publicity and media relations campaigns, we were able to increase revenues. As a result, we reached and even surpassed our objectives once again this year, and we owe this success to all those who helped the Corporation meet its commitments.

The Old Port team undertook significant organizational changes in 2003–2004. We implemented a business-unit management strategy that I call “Expert Services for High-performance Products.” We hired two senior executives with extensive experience in the private sector: Luc Nadeau, Vice-president, Human Resources; and Gilles Turgeon, Vice-president, Finance and Administration. I am certain that both will greatly contribute to improving the Corporation.

Finally, I would like to highlight the creativity, innovation, and openness to change of my colleagues. Whether in adjusting business practices for better control of finance and accounting or in reviewing major information systems, policies and procedures, our employees have shown a desire to learn and to work efficiently at the Old Port. Whether in implementing our environmental commitments, in conducting surveys, studies and polls for the renewal of the Science Centre in 2007, or in the process of reflection, questioning, and consulting surrounding the development of the Corporation’s Development Plan, the people of the Old Port have shown wholehearted support and the will to do what it takes to achieve excellence. Working with them every day is a truly enriching experience.

Producing and holding activities

The number of visitors to the Old Port of Montréal grew by 5.3% compared to the previous year, for a total of 7,456,000 visitors. This increase, which occurred despite cold and gloomy spring weather and a record-breaking heat-wave in July, was due primarily to good marketing results, an increase in local visitors, and a shift of attendance to the fall and winter periods.

Thanks to increased media coverage, Montréalers are much more aware of the Montréal Science Centre (MSC). Its recognition factor jumped from 31% to 49%—an increase of 58% for 2003–2004.

The labour dispute that affected the Corporation for seven weeks explains the drop experienced by some OPMC operations in 2003–2004. For instance, the Science Centre, which closed during the dispute, saw its annual attendance drop from 474,093 visitors in 2002–2003 to 444,522 in 2003–2004, a reduction of 6.2%.

Due to increasingly effective and refined marketing efforts aimed at school groups, the number of visitors from this sector reached 145,940 in 2003–2004, compared to 129,228 the previous year. This represents an increase of 12.9%.

The IMAX® Theatre continued operations during the labour dispute, and the 2003–2004 attendance of 402,494 represented a less drastic decrease of 1.7% compared with attendance of 409,364 the previous year.

Managing and developing an urban park

The Corporation continued to concentrate on giving visitors a warm welcome, particularly through improvements to commercial signage on the site and by completing its tree-planting plan. With respect to customer service, an initial study on employee mobilization was undertaken, a task force was established, and an action plan to obtain customer service certification from the Québec Standards Bureau in the summer of 2006 was developed.

Work to improve the functionality, efficiency, and reliability of parking facilities was also undertaken. In collaboration with the Montreal Port Authority, capital work on the Alexandra Pier's concrete slabs and structure was carried out to ensure optimal parking operations and public safety. Through various measures, the Corporation increased parking capacity while maintaining pedestrian safety.

Conservation and protection of the site's architecture, property and landscape

The Corporation continued to implement its environmental management program. An environmental compliance audit was carried out for the Alexandra Pier, and corrective measures are being taken, in particular the installation of a container to improve the management of petroleum wastes from maritime concession holders.

Maintenance and upkeep work was carried out under the capital works program to protect assets on the site. To date, as part of its priority works, the Corporation has completed the north face of the Clock Tower Pier, repaired the Berri tunnel, and finished phase one of restoring the access ramp. The Corporation intends to complete this work in 2004–2005 to ensure that marina operations begin as planned in the Summer of 2004.

With respect to protecting the site's assets, the Corporation, in concert with Public Works and Government Services Canada (PWGSC), moved to ensure public safety by carrying out urgent work on the Promenade and by burying the ruins of silo no. 1. In undertaking the latter work, measures were taken to ensure its reversibility so that the site may be restored at a future date.

Effective, efficient, and economical management of the Crown Corporation

The OPMC's priority in 2003–2004 was to review and consolidate its administrative, accounting, and IT practices, which it did by revising, completing or creating new policies and procedures. Moreover, the Corporation reviewed certain business practices and made improvements where necessary. A number of employees also received advanced training to improve their performance.

The initiatives to ensure proper management of the Corporation's IT resources include: the installation of a user request management system, a review of the main security features related to IT management, the acquisition of new equipment, the update of certain applications, and an evaluation of systems and suppliers. In addition, work on an IT master plan was begun in February and will be completed by the beginning of the new fiscal year.

The team working under the Vice-president, Finance and Administration was restructured and reorganized, which has helped to improve this department's performance.

This has meant faster production of financial statements, a noticeable reduction in outstanding accounts, and a significant improvement of financial information, as well as stricter budgetary control by all managers.

The Corporation implemented an organizational model in which business units are supported by specialists whose knowledge and know-how improve the performance of each product. The goal of this process is to clarify and strengthen chains of accountability, but also to create a stronger sense of ownership among teams for their products.

In January 2004, all Science Centre operations were integrated and consolidated. In the fall of 2004, following approval of the Development Plan submitted by the OPMC to the government, the operations of the Old Port Park will be grouped according to the orientations provided by the government.

Financial performance

For a third consecutive year the OPMC generated a budgetary surplus, despite expenditures above those outlined in the Corporate Plan. These non-recurrent expenditures caused by the seven-week labour conflict and the shortfalls caused by cancelled services were offset by reductions, cancellations, or postponements of expenditures and by increases in revenues, in particular, revenues from concessions, the skating rink, the Port d'escale, and mooring.

Over the course of the year, the OPMC also reviewed personnel requirements in several departments, re-evaluating certain positions, increasing the scope of job descriptions, and upgrading certain salaries.

The Corporation's products generated \$11.188 million in revenues for 2003–2004, compared with \$10.875 million for 2002–2003—a slight increase of \$313,000. This represented an increase of 9% over the \$10.305 million budgeted for 2003–2004.

A Crown Corporation

The Old Port of Montréal Corporation Inc. (OPMC) is a business corporation constituted on November 26, 1981 under the *Canada Business Corporations Act*. It is a wholly-owned subsidiary of Canada Lands Company Limited (CLC), which is a Crown corporation listed in Part I of Schedule III of the *Financial Administration Act*. In accordance with Order in Council P.C. 1987-86, the OPMC is subject to certain provisions of the *Financial Administration Act* as if it were a parent Crown corporation, listed in Part I of Schedule III, and it must report to Parliament on its operations through the Minister of State (Infrastructure), the Honourable Andy Scott.

At present, the Corporation fulfils its mandate in the name of, and on behalf of, the Minister of Public Works and Government Services Canada (PWGSC), which holds title to its tangible assets for the benefit of Her Majesty.

Mandate

The Corporation's mandate is to develop and promote the Old Port of Montréal site, as well as to administer, manage and maintain Her Majesty's assets.

Mission

To manage and develop an urban, recreational, tourist and cultural site offering visitors opportunities for leisure and discovery.

Board of Directors

The OPMC's operations are supervised by a Board of Directors whose members are appointed by the Canada Lands Company Limited. The Board comprises seven directors drawn from outside the Corporation. Until mid-December 2003, the Corporation reported to Parliament through the Minister of Transport, the Honourable David Collenette. Since then, the Corporation has reported through the Minister of State (Infrastructure), the Honourable Andy Scott.

The Board's responsibilities, supported by the audit, human resources, and architecture committees, include overseeing the management of commercial operations and the Corporation's internal affairs, in accordance with the mandate assigned to it by the Minister of Public Works and Government Services, as defined in the

agreement signed on January 25, 1982, and under the specific applicable provisions of the *Financial Administration Act*. The Board also performs its responsibilities under the *Canada Business Corporations Act* and the OPMC statutes and by-laws.

The Board met twelve times during fiscal 2003–2004 and dealt with the following items:

- Follow-up on relations with the Minister responsible for the Corporation, in particular with respect to the recommendations in the mandate review report and the Corporation's five-year corporate plan (2004–2009),
- Follow-up on the planning and conduct of the Corporation's operations and their efficient and cost-effective management, in particular through the various reports presented at each meeting by the President and Chief Executive Officer;
- Receipt of reports from the audit, human resources, and architecture committees and follow-up on recommendations in these reports (e.g., adoption of audited annual financial statements, orientations and monitoring of business process consolidation operations and of internal control procedures, labour relations);
- Accordance of a mandate to the Office of the Auditor General of Canada to carry out a special examination of the Corporation's operations as required under the *Financial Administration Act*;
- Monitoring of the budget situation and review of comparative financial statements submitted periodically by management;
- Receipt of ad hoc reports from the President and Chief Executive Officer concerning requests for contract awards submitted for the Board's approval, in accordance with the established financial commitment authority, and concerning reports on contract awards pursuant to the President's commitment authority.

During each of these meetings, Board members had the opportunity to discuss items with members of the Corporation's senior management and, as required, with various outside consultants.

Audit Committee

The OPMC Audit Committee comprises four directors with the appropriate expertise and experience to assume the responsibilities assigned by the Board of Directors.

The Committee met five times during fiscal 2003-2004, at which times the members had the opportunity to speak with members of management, representatives of the internal auditor, and representatives of the Office of the Auditor General of Canada, depending on the items on the agenda and as required.

The responsibilities assigned to the Committee by the Board and performed by the Committee included:

- examining financial statements to be included in the Corporation's annual report and the recommendations made to the Board;
- monitoring the internal auditing of the Corporation;
- reviewing the auditor's annual report and following up on recommendations to the Board;
- advising the Board on ways of improving systems and practices to ensure the quality and control of economic and efficient management of the Corporation's operations and resources;
- advising the Board on the review of business processes and working conditions (wages, systems management, etc.);
- monitoring the status of labour relations and developments in that regard.

On November 17, 2003, upon the creation of the Human Resources Committee, the mandate of the Audit Committee was redefined and, since that date, the primary responsibilities assigned to the Committee are as follows:

- Examine the annual audit plan of the Corporation's auditor;
- Examine the financial statements to be included in the Corporation's annual report and advise the Board in respect thereof;
- Examine the report of the Corporation's auditor and advise the Board in respect thereof;
- Advise the Board on the nomination of an internal auditor;
- Examine the mandate and the audit plan of the internal auditor and advise the Board in respect thereof;
- Monitor the internal auditing of the Corporation;
- Examine plans and reports of special examinations and advise the Board in respect thereof;
- Examine plans and procedures to ensure the integration of internal audits, annual audits, and special examinations and to ensure that their results are appropriately employed;
- Examine all quantitative production data that may be audited, and all information related to accounting obligations, generated by the Corporation, and advise the Board in respect thereof;
- Follow up on the implementation of recommendations contained in internal audit reports, annual audits, and special examinations;
- Examine and periodically evaluate the systems put in place by management to manage risks associated with the nature of the Corporation's operations;
- Examine all instances of fraud, illegal acts, conflict of interest, or transactions between related persons and advise the Board in respect thereof;
- Examine any claim or possible future claim or any other legal question submitted to the Committee which could affect the Corporation's financial statements.

Human Resources Committee

The OPMC Human Resources Committee, created by the Board on November 17, 2003, comprises four directors with the appropriate expertise and experience to assume the responsibilities assigned by the Board of Directors. The Committee met once during fiscal 2003–2004, at which time, the members had the opportunity to meet and speak with members of management.

The primary responsibilities assigned to the Human Resources Committee by the Board are:

- Make recommendations to the Board on matters of organizational planning, remuneration policies, and the integration of human resource guidelines and strategies into the corporate plan;
- Make recommendations to the Board for nominations to the position of President and Chief Executive Officer (CEO) and for managing the CEO's performance;
- Examine and recommend for approval by the Board the hiring, remuneration (including salary increases and bonuses), and employment and termination conditions of all executives who report directly to the CEO;
- Examine and approve plans to ensure the replacement of executives who report directly to the CEO;
- Examine and recommend for approval by the Board the remuneration conditions (including salary increases and bonuses) of executives—in general and as a group of employees—who do not report directly to the CEO;

- Follow up on the status and progress of labour relations;
- Monitor and make recommendations to the Board in matters of the OPMC's corporate governance;
- Draw up skill profiles for OPMC Directors.

Architecture Committee

The OPMC Architecture Committee, created by the Board on November 17, 2003, comprises four directors with the appropriate expertise and experience to assume the responsibilities assigned by the Board of Directors. The Committee met once during fiscal 2003–2004, at which time, the members had the opportunity to meet and speak with members of management.

The primary responsibilities assigned to the Architecture Committee by the Board are:

- Examine and comment on all development projects on the site submitted to the Committee by the Management and make the recommendations to the Board it deems appropriate in each case;
- Examine and comment on all draft reports and the final report on updating and consolidating the infrastructure management plan and the development of the Old Port site;
- Make recommendations to the Board which it deems appropriate following an examination of the Report;
- Advise the Board on the issues raised by the Report, and in particular on its implementation and management strategy.

Risk management

The Old Port of Montréal Corporation must manage risks on several levels.

Risks related to the mandate

In February 2001, at the request of Treasury Board, a review of the Corporation's mandate was conducted under the direction of Public Works and Government Services Canada. The review revealed that the Corporation could be exposed to a number of risks related to liability, to the management and protection of assets, to the functional accountability of the OPMC within the government structure, and to its ability to obtain adequate, ongoing and recurrent funding to meet its obligations.

The Board of Directors recognized the importance of these matters for the future of the Corporation and, through the Chair of the Board, played a very active part in presenting the conclusions of the mandate review to government. Unfortunately, the last federal budget did not contain the necessary resources for their implementation. Accordingly, the OPMC's Board of Directors will pursue its representations to the government to seek an adequate financial structure that will allow it to carry out its mandate fully and exercise effective financial and organizational management.

In addition, the mandate review highlighted the fact that the fragmentation of responsibilities between PWGSC and the OPMC hinders both the management of the site and accountability. The Board of Directors has made a number of representations in order to have custody of these assets transferred from PWGSC to the Corporation.

It should be remembered that for several years, the Corporation has called for such a transfer of custody, including the funding necessary to conserve and protect the assets, in order to ensure the safety and well-being of visitors. To date, however, finding a dedicated source of funds for this purpose has been difficult, while major and urgently needed work has been postponed for nearly ten years.

Risks related to environmental management

Over the course of 2003–2004, the Corporation continued to implement an environmental management system aimed at better identifying, reducing and managing environmental risks related to operations on the site. A thorough report of the system's implementation status was submitted to the Board, at which time the Board renewed the OPMC's environmental commitment and was informed of the principal activities for 2004–2005 within the implementation framework. The Corporation's environmental commitment has three aspects: complying with legislative and regulatory requirements, improving environmental performance, and pollution prevention.

Risks related to asset management

The Board of Directors has looked into the risks related to the gradual deterioration of property on the Old Port site. During the inventory and report on the status of assets (BCR 2001), an evaluation based on certain criteria was carried out, resulting in priority being given to a work program. The Corporation has developed asset management and preventative maintenance plans, but these have not been able to be implemented because the assets on the Old Port site remain in the custody of PWGSC and because of a lack of financial resources.

Risks related to revenues

In terms of risks related to revenues, the Corporation has accumulated expertise in projections and controls based on many years of operations. Increased efforts in targeting publicity and promotions toward specific customer bases have maintained attendance levels. Product renewal, the availability of package deals, and special activities appear to account for the increases observed in the last two years.

However, the Old Port's position as a tourist attraction is a fragile one, both attendance and financial performance being subject to inclement weather, economic or social conditions that discourage trips, excursions, and foreign travel.

The only means at the Corporation's disposal to mitigate such risks is the control of expenditures and special strategic marketing campaigns. For the last two years, the Corporation has reached or surpassed its revenue objectives.

Risks related to resource management

In terms of managing human, material, and financial resources, the Corporation reviewed its business practices in 2003–2004, revising and developing various policies and procedures as required. These tools, means, and control strategies will be progressively implemented so that the OPMC conforms to the administrative practices to which it is subject. Moreover, following the November 2003 Report of the Auditor General of Canada, the Corporation has paid particular attention to compliance and application with respect to its policies on awarding contracts and following up on suppliers of goods and services.

While the Report of the Auditor General of Canada was being drafted, the Corporation cooperated fully throughout the investigation into the funding for the Montréal Science Centre's giant screen, which was obtained through the sponsorship program. The OPMC adhered strictly to the rules governing calls for tender and awarding contracts, and signed contracts with suppliers in due form. In the wake of the report's conclusions, the Corporation also reviewed its business processes and made changes and improvements where required.

Members of the Board of Directors

During the fiscal year, the mandates of Mr. Bernard Lamarre, Mr. Vincent Arciresi, and Ms. H el ene B eique came to an end. Since then, the mandates of all three directors have been held over.

Chairman



Mr. Bernard Lamarre Eng., 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-L eonard. Since 1990, he has been Chairman of the J r me-Le Royer School Board, and he is currently Chairman of the Pointe de l' le School Board.



Ms. H el ene B eique

Ms. B eique 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 march  immobilier inc.* (CAMI), she advised both private and para-public 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 for R.O. International inc., where she is involved at every level in the development of the company's real-estate projects. Certified Property Manager (CPM) and 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 Montr al from 1990 to 1994, and member of the City of Montr al's Consulting Committee on Housing from 1995 to 1999.

Directors (continued)



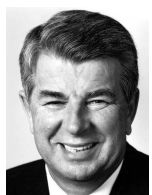
Mr. Raymond Cyr O.C.

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.



Mr. Pierre Michaud, C.M.

Mr. Michaud has been Chairman of the Board of Provigo inc. since 1993 and is also Vice-chairman of the Board of the Laurentian Bank of Canada. He played an important role in the merger of Provigo and Loblaw and introduced the "warehouse-store" concept to Quebec by launching Réno-dépôt, a company that has now expanded into Ontario under the name Building Box. He sits on several other boards of directors, including Capital d'Amérique and Bombardier Recreational Products. Mr. Michaud also continues to do important community work, acting as president of several fundraising campaigns and developing the *Auberge Réno-dépôt (Camp Papillon)*, which provides lodging for handicapped children and their families. He 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 Chairman and Director of the *Fédération des caisses de Montréal et de l'Ouest du Québec* from 1989 to 2001. Actively involved in the community, he co-chaired the 1996 Centraide of Greater Montréal Campaign 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, and Familiprix.

Senior Management

The President and Chief Executive Officer is supported by a senior management team comprising five Vice-presidents responsible for five sectors:



Pierre Fortin

Vice-president, Marketing and Business Development

This department serves to promote and sell the Old Port as a destination of international interest, attract customers, and offer them the best products and services. This unit is also responsible for creating financial and commercial partnerships with corporate sponsors and for handling relations with the corporate community. During the implementation period of the new corporate structure, this department will also manage programming and development for the Old Port site.



Denis Gouge

Vice-president, Site Management

This department is in charge of operating the site and world-class recreational and tourism facilities, and ensuring their cleanliness, attractiveness and safety for visitors' and users' comfort, maintaining high-quality reception facilities, developing spaces and buildings, and seeing to the long-term protection of the Crown's assets.



Benoît Légaré

Vice-president, Montréal Science Centre

Programming serves to develop and promote products for the interpretation and discovery of a world-class recreation, tourism, and cultural centre, including the Science Centre. During 2003–2004, this particular function changed with the implementation of a product- or business unit-based management structure. As a result, programming has been divided into two vice-presidencies, one for the Montréal Science Centre, the another for the Old Port Park, which is planned for the fall of 2004.



Luc Nadeau

Vice-president, Human Resources

This department ensures the optimal management of the Corporation's human capital and thereby helps it reach its objectives. This department sees to organizational development, training, employee relations, and working conditions to ensure the requisite productivity and creativity.



Gilles Turgeon

Vice-president, Finances and Administration

This department provides the strategic information necessary for managing human, material and financial resources and ensures compliance with administrative policies and procedures in accordance with current practices. This department allows managers and employees to carry out their duties in an effective, efficient and accountable manner.

General context

Mandate review

At the request of the Treasury Board in February 2001, the OPMC's mandate was reviewed under the supervision of Public Works and Government Services Canada, in collaboration with various stakeholders and the OPMC.

The conclusions and recommendations arising from this review were submitted to the Government of Canada; however, the 2003–2004 federal budget did not contain the resources needed to follow up on the recommendations. The Corporation and the responsible minister have since been working toward a solution and a source of funding to ensure the Corporation's operations over the long term.

Following discussions with the central agencies and ministers interacting with the OPMC, another approach was taken last August, which involved renewing the Corporation's vision and proposing a new Development Plan for the Old Port of Montréal.

The OPMC hopes that this new effort will allow the Corporation to make long-term plans, begin to bridge the gap with respect to managing the site's assets, and resolve the problems identified during the mandate review. Such a decision would also have a very positive effect on the Old Port team.

The Corporation will continue to collaborate with various stakeholders in making the necessary representations to obtain the resources and authorities that are vital to the optimal management of the site's assets and operations.

Economic situation and tourism

Compared with the previous year, 13.9% fewer Americans and 18.7% fewer visitors from other countries entered Canada in the summer of 2003. While Montréal was not hit as hard as Toronto and Vancouver, it was affected, in particular by the SARS and mad cow crises, and by last summer's electricity blackout in eastern North America.

As a result, attendance at tourist attractions dropped by 2.6% and, while the large cultural festivals experienced a slight increase, sporting events did not perform as well in the summer of 2003 as in 2002. Visits to information booths, another tourism indicator, dropped by 18% compared with the same period the year before.

The economy is also a determining factor, both in the number of tourists and visitors from other provinces and in the on-site spending of visitors from the Greater Montréal region. In this respect, economic performance for 2003 was below expectations in general, in particular because of a slow recovery in the U.S. economy and the sudden rise of the Canadian dollar. On the other hand, the increase in the number of jobs and building sites in Quebec certainly compensated for some of the slowdowns and allowed the Corporation to increase its attendance and performance.

Demographic trends and client groups

Recent studies have shown that people living near the Old Port Site tend to visit the site more regularly. More detailed studies have also shown that these visitors from close by are part of a group whose expectations, needs and behaviours are fairly homogenous. The challenge for the Corporation is thus to take advantage of these facts and adapt its products and services to these new trends in order to maximize revenues.

Competition

Compared with 2002, attendance at major attractions on the reference list compiled by Tourisme Montréal was down by 4.4% in 2003. In particular, attendance at science-based institutions plummeted by nearly 20%, with a loss of over 480,000 visitors in 2003 compared with the previous year. If it continues, this trend—which should be monitored closely—will require drastic action to ensure that the Corporation offers a distinctive product and markets it in a dynamic and sustained fashion. Indeed, the Science Centre's good attendance numbers compared to its competitors may in part be explained by the investment in publicity, which allowed the MSC to dominate its category, especially during high-traffic periods. With respect to the Old Port site in general, while objective survey data is not available, the increase in multiple visits by people living nearby presumably helped offset lower numbers of tourists visiting Montréal attractions.

In 2003, the Corporation continued efforts to create ties with the Montréal festival scene, and the results of these efforts were noticeable, in particular with a crowd estimated at 11,000 people attending the winter fireworks display at the Old Port as part of the Montréal High Lights Festival. With respect to sponsorship, the withdrawal of the federal government combined with increasing demand has resulted in a very crowded sponsorship market, making it even more difficult to raise funds (donations, grants and sponsorships) for the Science Centre.

Positioning the Corporation in the community

The Corporation takes an active part in city matters. It maintains close and productive ties with existing local, tourism, cultural, and scientific organizations. It should be noted that over the past year, the OPMC's relations with the tourism industry on one hand, and the cultural sector and local government on the other, have been greatly strengthened. The Science Centre maintains close ties with similar institutions, both within Canada and around the world, thereby contributing to Montréal's visibility within the scientific community.

In addition, the Corporation will table its Development Plan in 2004, the creation of which will have involved a great deal of effort and resources in 2003 and 2004. The numerous consultations that went into preparing this plan confirmed unmistakably that its conclusions fall completely in line with Montréal's key urban development issues, as expressed in the City of Montréal's urban planning program and the development plan of the Montréal Harbourfront Corporation (*Montréal Harbourfront – Vision 2025*). The changes proposed by the Old Port will thus be part of the upcoming cycle of major changes planned for Montréal's greater downtown area.

Operational Results

The Corporation's operations have been grouped into four key areas:

- producing and holding activities;
- managing and developing an urban park;
- conserving and protecting the site's architectural, property and landscape heritage; and
- effectively, efficiently, and economically managing the Crown Corporation.

Long-term objectives have been set in each area to fulfill the Corporation's mission. Medium-term strategies and short-term tactics have been defined to support these objectives.



Producing and holding activities

Key Area 1

Producing and holding activities

Goal

Celebrate and draw on the wealth and diversity of Canadian culture and promote physical activity and health, through major Canadian programs created for this purpose.

Services and activities

- Development of scientific and technological literacy, in particular interactive exhibitions, and of cultural and educational activities, including the IMAX[®] Theatre and the IMMERSION Movie Game.
- Event hosting in the visual and performing arts, such as art exhibits, shows, and artistic performances.
- Interpretation of the Old Port's heritage and the showcasing of its character as a historical and maritime site and a port.
- Sports and outdoor products and services.

Through rich and diversified programming, the Montréal Science Centre has interested more families, students and teachers in science and technology and signed collaboration agreements with industry partners to ensure greater visibility of its achievements.

OBJECTIVE: Promote scientific and technological literacy.

Science Centre Recognition

Thanks to increased media coverage, the citizens of Montréal are much more aware of the Montréal Science Centre (MSC). Its recognition factor jumped from 31% to 49%—an increase of 58% for 2003–2004.

Factors contributing to the MSC's stronger position in the Montréal market included a well-defined brand identity, the generation of a media buzz around major events, carefully targeted action aimed at specific market segments, and a much more assertive and strategic Internet presence.

Attendance at the Montréal Science Centre

Attendance at the MSC totaled 444,522 visitors in 2003–2004, compared with 474,093 visitors in 2002–2003, a reduction of 6.2%. This is explained by the closing of the exhibition halls and the IMMERSION movie game during the labour dispute that occurred from March to July 2003.

IMAX® Theatre

To compensate for the impact of the overall decrease observed in 2D film screenings, the Corporation initiated a new strategy this year. In addition to its regular six-month programs, in 2003–2004 for the first time, the IMAX® Theatre screened two special films during key periods of the year: *The Haunted Castle* in 3D during Halloween and *Santa vs. The Snowman* in 3D during the Christmas season. This strategy increased revenues compared to the normal performance of 2D film screenings.

In the summer of 2003, the Montréal exclusives of *Coral Reef Adventure* and *Top Speed* were screened at Science Centre's IMAX® Theatre, as well as *Bugs!* in 3D in the fall. Attention was drawn to the launches of two of these films through the use of well-known spokespeople—Bruni Surin for *Top Speed* and Georges Brossard for *Bugs!*. As part of the Christmas program, spectators enjoyed an animated 3D short produced by the National Film Board, *Falling in Love*.

IMAX® attendance declined by 1.7% compared with 2002–2003; 402,494 tickets were sold in 2003–2004, compared with 409,364 the previous year. This was due to indirect effects of the labour dispute and by the screening of 2D films, which attract generally fewer spectators than 3D films.

Temporary exhibitions

The MSC presented two new temporary exhibitions, which shed new light on themes related to everyday life.

With *The House Explored – Wall to Wall Answers*, which ran from April 5 to November 9, 2003, visitors discovered the science and technology behind their everyday lives. The microwave oven, the television, the refrigerator, cleaning products—all were dissected and explained. A special initiative called *The House Reinvented* let students of elementary and high schools and colleges work together to show off their creativity and share their vision of a perfect house. Elementary school students thought up and drew their dream homes, while high school and CEGEP students created three-dimensional scale models based on the drawings. The results are surprising!

With *Sleep From A to Zzz*, launched on December 12, 2003 and running until September 13, 2004, sleep reveals its deepest secrets. This exhibition is the fruit of a collaboration between the Palais de la Découverte in Paris, and the Centre de culture scientifique, technique et industriel in Bordeaux and in Toulouse. This partnership resulted in a book entitled *Le sommeil. Temps d'oubli, heures de vie* by the Palais de Découverte and published in France by Aubanel. The Science Centre helped to develop the content for this book.

Based on that exposition, cultural programs were developed to introduce complementary aspects of the themes covered:

- An interpretive activity on the theme of sleep, based on a multimedia projection and interaction between an interpreter and visitors, is presented regularly at the exhibition centre.
- Night Vision, a week-long event with special interpretive activities, including plays, acrobats, and music, was held during the festive season. Designed for the whole family, it fully reached its objectives. Young children were especially taken with the sleepwalking acrobat and the wolf howling about the lives of nocturnal animals.

- A series of lectures featuring sleep specialists—the “Mardis *Science infuse*” conferences—was held during the winter and spring.
- A mini Web site was developed especially for the exhibition.
- An Evening at the Montréal Science Centre was held in the Sleep exhibition as one of the “All-nighter” activities of the Montréal High Lights Festival.
- Finally, representatives of the Fondation Sommeil were on hand every weekend throughout the exhibition and operated a kiosk to hand out information on sleep-related illnesses.

In our first virtual on-line game, 2K40 (www.2k40.com), kids 9 to 12 years old experience a challenge-filled training program to select astronauts for a mission to Mars. It was developed thanks to funding from the Virtual Museum of Canada, on-line since December 2003.

The MSC team renewed the objects in the showcases and designed a new exhibition, *36 solutions*, which features the very latest technological innovations developed in Québec and Canada. In the Science Centre's corridors, visitors can now learn about innovations in various fields, free of charge. The *Titans Award* gave young MSC visitors a chance to choose their favourite from among a dozen pre-selected innovations. This contest will be held again over the next two years so the other innovations showcased have the chance to win the award.

A study on the frequency of temporary exhibitions and the cultural activities they create concluded that these products are not offered for long enough periods given the effort and financial resources needed to produce them. Therefore, starting in 2005–2006, the MSC will present only one large 500-square-metre exhibition per year, and it will run for eleven months rather than five, allowing the Science Centre to attract more varied client groups.

Permanent exhibitions

Research and studies for the renewal of the MSC's permanent exhibitions in 2007 began in the fall of 2003. Several studies were launched to examine various aspects of the content and method of presentation of permanent exhibitions, such as:

- identification of themes and issues that will affect people in the future;
- prospective studies of the broad emerging themes from the standpoint of specialists;
- monitoring the latest scientific information;
- development potential of the IMMERSION movie game, Dynamo's Lair (a hall for 4-to-7-year-olds), and educational workshops;
- programming of the MSC's various spaces.

Some of this work was delayed because the personnel involved was needed for other operations at the site during the labour dispute. As a result, the MSC extended the deadline for renewing its permanent exhibitions from fall 2006 to May 2007.

School groups

School groups make up an important portion of the MSC's attendance, especially given that the programs and exhibitions are developed with them in mind.

- A new school program on careers in science and technology was developed for secondary 3 and 4 students. *How's Your QSP* (qualities, skills, preferences) is an activity aimed at helping young people develop a profile and identify their fields of interest. The program has proved to be very popular and valuable in assisting students to choose a career.
- The Career Day organized in collaboration with Montréal's École de technologie supérieure has the same objectives.
- The program *Radio enfant*, for grade 5 and 6 students, is designed to teach kids about professions in radio broadcasting and scientific communications and is part of the Supporting Montréal Schools program. Once again this year, it was a big hit with participants.

Attendance by school groups reached 145,940 in 2003–2004, compared with 129,228 in 2002–2003—an increase of nearly 12.9%.

Thanks to the young children's hall, Dynamo's Lair, attendance from childcare centres and pre-school groups was 3,606 in 2003–2004, compared with 2,577 in 2002–2003. This represents an increase of nearly 39.9%.

In order to broaden the reach of the MSC's actions and increase the impact of its exhibitions and its dissemination and education programs, the Corporation has started planning the renewal of the Centre's exhibitions for 2007. The MSC Foundation has launched a \$7.5 million fundraising campaign to assist the OPMC in financing this renewal. The Foundation will confirm the amount of its contribution by January 2005.

Interpretive activities and events

In addition to activities related to the permanent exhibitions, the MSC organized a large number of activities for the general public: UNICEF Day during Halloween, a concrete canoe competition, and the Défi du génie inventif are a few examples. Unfortunately, nutrition week was canceled due to measures taken during the labour dispute.

Theme weeks were back with the return of Robofolies, ten days of robot-themed activities that once again broke attendance records. Held during March break, the 2003–2004 edition of Robofolies 2004, which focused on art and technology, increased attendance at the MSC, with 2,268 more tickets sold than the previous edition. Ticket sales for the different MSC activities totaled 34,616 in 2004, compared with 32,348 in 2003, an increase of 7%. The success of Robofolies is based on a winning formula that the MSC team refines from year to year.

Another robot-themed event that enjoyed great success in the fall of 2003 was the arrival of ASIMO, an extremely sophisticated humanoid robot from Japan, created by Honda Motor Co. Ltd. The MSC was one of only two stops made by the robot in Canada on its North American tour. The visit by ASIMO attracted over 3,000 visitors during this unique weekend and created a media buzz that helped to increase the MSC's recognition factor.

Partnerships

The Montréal Science Centre has always based its activities on a solid foundation of partnerships in many different fields: science and technology, museology, research, education, design, journalism, etc.

Activities

The Institute of Design Montréal Awards were presented as part of an exhibit held at the MSC expressly for the Awards. The insect exhibition *Water Bug, What a Charm*, enjoyed by visitors in the IMAX® Hall as part of the film *Bugs!*, was developed with the Biosphère and the Insectarium. The convention of the Société des musées québécois was held at the MSC in October 2003.

The launch of the book *L'envers de l'assiette* took place at the MSC, in collaboration with Environnement Jeunesse. Teacher training courses were organized at the MSC by the École de technologie supérieure and as part of the Supporting Montréal Schools program.

Agreements and collaborations

In concert with Heritage Canada, the Montréal Science Centre and Science World in Vancouver are engaged in the developmental follow-up of the prototype for Explorer (a type of virtual connection), which will link Canadian institutions and the Canadian Pavilion at the 2005 World Exposition in Nagoya, Japan.

The MSC team has continued programming work for *Coeur des sciences* (a space for the dissemination of science and technology currently being developed) with UQAM, to encourage the complementary nature of the two institutions' missions and develop joint programming.

As part of "train the trainer" efforts, a science pedagogy lab concept is being developed with UQAM, the École de technologie supérieure, the Collège de Bois-de-Boulogne, and the Commission scolaire de Montréal. An agreement will be reached in 2004–2005.

A new agreement has been reached with Radio-Canada for the use of the digital radio studio.

Visibility of the MSC

The Montréal Science Centre is actively involved in the community and various associations. Science Centre personnel sit on the boards of numerous organizations or represent the MSC on various committees— International Council of Museums (ICOM), Board of Montréal Museum Directors, Canadian Association of Science Centres, Environnement Jeunesse, Giant Screen Theatre Association (GSTA), Édu Centre du Cegep Bois-de-Boulogne, Table de concertation des organismes majeurs en sciences et technologie du Québec, Organismes culturels du Vieux-Montréal, Montréal regional development council (CRDIM), and Conseil de gestion des déchets nucléaires are just a few examples.

The MSC also gains visibility when its personnel take part in conferences or publish articles or books. Articles have appeared in the newsletters or magazines of organizations such as the Société des musées québécois, Les Débrouillards, and AQPÈRE. Conferences were held during conventions or workshops organized by groups such as the GSTA, Science pour tous, Agence Science-presse, Parks Canada, and as part of a Masters degree in museology at the Université de Montréal.

Finally, the MSC is also involved in training the next generation. It took on interns in museology and library sciences. It participated in the "Civil Servant for a Day" program (*Fonctionnaire d'un jour*), taking on 15 interns for one day. During the evaluation session held by the professor responsible for this program, participants deemed the MSC one of the best postings for interns because of the quality of the supervision and learning environment.

Operational Results (continued)

STRATEGIES AND TACTICS	PERFORMANCE INDICATORS	2003–2004 RESULTS
Build the Old Port’s image, boost attendance and develop consumer habits for the products and services offered.		
Renew the MSC’s permanent exhibition program for 2006.	Maintenance of attendance levels	GOAL NOT ACHIEVED The MSC welcomed 444,522 visitors, who purchased 540,453 tickets, while the number of visitors for 2002–2003 was 474,093, purchasing 568,027 tickets.
	Renewal of products and services	GOAL ACHIEVED Studies on various aspects of renewal of permanent exhibitions were completed.
Implement a three-year plan.	5% average annual increase in attendance through 2005–2006, based on 2002–2003 projections	GOAL NOT ACHIEVED Total MSC attendance in 2003–2004 was 444,522, compared to 474,093 in 2002–2003, a decrease of 6.2%, explained by the closure of the Centre during the labour dispute.
Lead a fundraising campaign to increase the MSC’s revenues.	For 2003–2004, retain sponsorship for regular programming.	GOAL ACHIEVED Desjardins sponsorship of the MSC was retained.
	Recurrent donation of \$150,000 from the MSC Foundation	GOAL NOT ACHIEVED No donation from the Foundation was received during the fiscal year.
Improve the performance of the IMAX® Theatre.	3% increase in attendance for 2003–2004, based on 2002–2003 projections	GOAL NOT ACHIEVED The IMAX® had a 1.7% decrease, with 402,494 tickets sold in 2003–2004 compared to 409,364 last year.
	2% increase in average revenues from 2003 to 2008, based on 2002–2003 projections	GOAL NOT ACHIEVED IMAX® revenues declined by nearly \$343,000—\$2,429,000 this year compared with \$2,772,000 in 2002–2003, which represents a 12.4% decrease.
Develop continuing education products for teachers.	Testing of products among teachers (2003–2004)	GOAL ACHIEVED Focus groups were held with teachers to test all new education programs.

Operational Results (continued)

Increase the visibility of the MSC's content through Web site services.	10% annual increase in average visit length to the MSC Web site	GOAL ACHIEVED The 2K40 game went on line in december 2003, and the new Web site in February 2004, along with the mini-site for the exhibition <i>Sleep from A to Zzz</i> . The number of subscriptions to the MSC's e.news bulletin currently stands at 358; however, if the viral campaign during March is an indicator, the goal of 7,000 subscribers will be reached.
Improve the suitability of products for their audiences.	5% average annual increase in revenues over 5 years, based on 2002–2003 projections	GOAL NOT ACHIEVED MSC ticket revenues were \$3,443,000 in 2003–2004, compared to \$3,925,000 in 2002–2003, a decrease of 12.3%.
	Carry out at least 4 studies per year.	GOAL EXCEEDED In 2003-2004, over 10 studies on the MSC's products, customers, and communications were carried out. Aside from post-testing to measure the effectiveness of marketing campaigns, studies dealt in particular with customer segmentation due to different products being offered.
	10% annual increase in average visit length to the MSC Web site	GOAL PARTIALLY ACHIEVED OR POSTPONED Compared to 2002–2003, the average number of individual visitors to the MSC Web site per month went from 11,570 to 17,838, an increase of 54.2%. During the same period, the number of page-views increased by 17.3%. However, the average session length declined by nearly 12%, going from 3.15 to 2.52 minutes.
Facilitate the purchase of products.	Installation of automated ticket purchase stations	GOAL NOT ACHIEVED The installation of automated stations will be studied as part of the modernization of the ticketing system.
Continue to increase the recognition of the MSC.	Increase in "top of mind" recognition in the category by 2008 (min. of 35%)	GOAL ACHIEVED Assisted brand recognition has jumped from 31% to 49%—an increase of 58%.

<p>See to the renewal of products, in cooperation with local and industry partners.</p>		
<p>Maximize return on investment in the production of temporary exhibitions.</p>	<p>Starting in 2003–2004, the co-production or presentation of one MSC exhibition in a different space each year</p>	<p>GOAL ACHIEVED The MSC co-produced the exhibition <i>Sleep from A to Zzz</i> in collaboration with the Palais de la Découverte in Paris and the CCSTI of Bordeaux and Toulouse.</p>

CHALLENGES FOR THE COMING YEARS

- In the coming years, the MSC must consolidate its brand attributes by continuing to forge a reputation as a rich and surprising product. In this respect, it must maintain the rate at which it offers new products.
- The MSC will continue to strengthen its position in the school and family markets. It will also work to broaden its customer base, in particular among adults, a market which it must attract while remaining true to its brand attributes.
- Work to pave the way for the renewal of the MSC’s programming and services will continue diligently.
- The MSC has begun to develop a concept for a science pedagogy laboratory for teachers—the “Lab.” The Science Centre will continue to work on the Lab until it becomes operational over the next year.
- The MSC will continue its involvement with and contributions to the *Coeur des sciences* project so that the two institutions complement each other in terms of their missions, objectives, and the customers they serve. The joint and sustained work will continue until *Coeur des sciences* opens, but it will also go on afterward in the development of the institutions’ respective programming.

Thanks to large-scale events and a very full slate of programming, the Old Port offered a fine reflection of the diversity and richness of Canadian culture.

OBJECTIVE: **Promote the arts and Canada’s cultural diversity.**

Promoting visual and performing arts

2003–2004 was an excellent vintage at the Old Port for visual and performing arts and for interpretive activities.

Major events

Always eager to offer one major, high-quality event to its visitors, the OPMC exceeded its objectives by presenting both the extraordinary Cirque du Soleil show *Dralion* and Mosaïcultures Internationales 2003, with the theme of myths and legends. According to promoters, over 110,000 people attended *Dralion* and over 750,000 enjoyed the incredible horticultural monuments of Mosaïcultures.

Two other events were also big hits: the Old Port Celebrations—the launch of the summer season at the Old Port—attracted a crowd estimated at 150,000 people over two days; and the Canada Day celebrations, which welcomed nearly one million people during the six days of festivities. Both events featured lots of music, theatre, and all kinds of interpretive activities.

These large-scale events thus helped to attract nearly two million people to the site.

Diversified programming

Many activities are held throughout the high season.

The open-air exhibition of the Urban Art Museum, *Silences*, exhibiting the photographs of Marie-Jeanne Musiol, continued to captivate visitors.

Arts and crafts experienced a sharp drop because one of the major activities in this area, *Orex, The Oriental Fair*, was not held, and because of particularly bad weather during the One of a Kind exhibition.

The Labatt Blue Outdoor Cinema was back with programming of six hit movies. A breathtaking “pyromusical” display was presented by Groupe F as part of the 20th anniversary of the Festival de théâtre des Amériques.

People walking along the Old Port Promenade enjoyed all kinds of performances on the Artists Promenade. A classic of the Old Port’s summer programming, the Campbell Concerts, was back, with concerts every weekend in July.

The Bouquinistes du Saint-Laurent, always a hit with the public, were on-site for one month. Book lovers could browse a total of 35 book and engraving kiosks and also take in cultural activities.

The Silophone was back in the summer of 2003, giving visitors a chance to sound their voices in the Port of Montréal’s Silo no. 5 and listen to the incredible echo.

Two new dance activities saw the light of day in the summer of 2003: tango and salsa. These dances were featured at the Old Port with demonstrations, lessons, and practicing all summer long.

Finally, the good performance of film shoots on the Old Port site should be mentioned. In addition to being a significant source of revenues, the film shoots themselves often attract visitors to the site. Moreover, agreements signed with television producers always include a clause ensuring that the Old Port is showcased and visible, which contributes to its recognition factor.

Les rendez-vous du monde

This year, for the first time, the Old Port combined all of its ethno-cultural products into a single program of activities: *Rendez-vous du monde*.

Two new events were held—the Hellenic Festival, organized by the Greek community, and Games of the World, featuring traditional sports and games.

Italian Week was back, and visitors attended demonstrations of traditional crafts at the interpretive area of the Place des Vestiges.

Through partnerships formed with Montréal's cultural communities, 20 days/shows were offered as part of the summer 2003 ethno-cultural programming.

Low-season activities

As part of efforts to develop low-season products, the Old Port produced *Frousse Frimousse*, a Halloween event for the whole family at the Bonsecours Basin. The event's first edition attracted a crowd estimated at 20,000 people.

The Old Port produced a fireworks display as part of the All-nighter activity of the Montréal High Lights Festival. Skaters were invited to ice-dance all night long to the music of a well-known DJ. Activities at the skating rink—figure skating lessons and musical theme evenings—continue to attract ice-dance aficionados.

Active efforts to develop winter programming continued throughout the year and remain a significant challenge because, while a number of relevant products have been identified, their potential to draw customers must be demonstrated in order to interest possible concession holders and sponsors.

From an attendance standpoint, the Old Port site had 1,039,000 visitors during low-season periods in 2003–2004, compared to 978,000 for the same periods the previous year—an increase of 6.2%.

Operational Results (continued)

STRATEGIES AND TACTICS	PERFORMANCE INDICATORS	2003–2004 RESULTS
Develop, in collaboration with industry partners, summer programming focusing on visual and performing arts.		
Improve the quality, diversity and critical mass of visual and performing arts programming.	Annual revenues of \$300,000 for cultural and leisure programs	GOAL EXCEEDED Visual and performing arts programming generated revenues of nearly \$400,000.
	Holding of a major event each year	GOAL EXCEEDED The Old Port site hosted the Cirque du Soleil show <i>Dralion</i> as well as the 2003 edition of Mosaïcultures Internationales.
Support arts and crafts programming.	5% increase in average attendance for these products, based on 2002–2003 projections	GOAL NOT ACHIEVED Lower attendance due to bad weather—a reduction from 39,000 visitors in 2002 to 20,000 in 2003 (49%) and the non-renewal of the contract with Orex, a partner, had a significant impact on attendance for this product type.
Maintain recognition, increase attendance, and encourage the consumption of the products and services offered.		
Put up commercial signage.	Work carried out within planned budgets and timetables	GOAL ACHIEVED All structures were ready for installation in the spring.
Maintain a wide range of diversified and distinctive activities in order to increase revenues.	Starting in 2003–2004, availability of package deals for tourism wholesalers	GOAL ACHIEVED Package deals developed for Mosaïcultures in summer 2003.
	2.5% average annual increase in revenues from film shoots on the Old Port site, based on 2002–2003 projections	GOAL EXCEEDED The goal of \$128,125 was surpassed, with revenues of \$135,306—an increase of 5.6%. In 2002–2003, revenues totaled \$116,150.
Strengthen supply of products with respect to demand.	Reach \$1 million in concession revenues each year.	GOAL EXCEEDED Concession-holders in the Old Port Park and the MSC exceeded the 1 million dollar goal.

Operational Results (continued)

<p>Develop, in collaboration with industry partners, programming aimed at making the Old Port an excellent venue for Canada’s cultural communities to share and express their heritage.</p>		
<p>Work with professional and community groups to develop ethno-cultural programming.</p>	<p>Development of a consolidated ethno-cultural program offering a critical mass of 20 days/shows by 2006</p>	<p>GOAL EXCEEDED Ethno-cultural programming reached a critical mass of 20 day/shows for the general public by 2003–2004, with the Hellenic Festival (10 days), Italian Week (3 days), and the Games of the World (7 days).</p>
	<p>Hosting at least two ethno-cultural community and professional groups in 2003–2004</p>	<p>GOAL ACHIEVED The Old Port hosted the Greek and Italian communities during their respective festivals.</p>
<p>Develop, in collaboration with industry partners, programming to enliven the Old Port in the low season (fall, winter, spring).</p>		
<p>Develop, consolidate, and implement low-season programming.</p>	<p>Addition of one new low-season product every year</p>	<p>GOAL EXCEEDED The Old Port offered visitors two new low-season activities—a Halloween day for the whole family, and the fireworks display at the skating rink as part of the All-nighter event of the Montréal High Lights Festival.</p>
	<p>Increase in overall low-season attendance at the site</p>	<p>GOAL ACHIEVED The number of visitors to the Old Port of Montréal during low-season periods increased by 6.2% over the previous year.</p>

CHALLENGES FOR THE COMING YEARS

- The ethno-cultural direction holds great promise in terms of partnerships and programming. Pursuing this direction will be a focus.
- Exploit the mobile stage to its full potential to renew the Old Port Park’s summer products.
- Reevaluate activities and events in terms of relevance but also to better exploit the potential of successful products and services.
- Continue efforts to forge partnerships in developing the Old Port’s low-season activities.
- The team must gather more detailed information about its growing local customer base. Based on this data, the Old Port must adjust the products and services it offers to meet the needs of these customers.

True to its commitments, the Corporation was able to protect certain elements of its harbourfront heritage and this year began to think about development orientations.

OBJECTIVE: **Promote the maritime and harbourfront character of the site's archeological and historical heritage.**

Shipboard visits

Adding to the maritime and festive ambiance of the site this summer, the Old Port welcomed the *Jeanie Johnston*, a stunning Irish three-mast sailing ship and replica of the original *Jeanie* that transported immigrants to Québec from 1848 to 1855. Nearly 6,000 visitors toured the ship, learning about the conditions on board during its long and perilous crossings.

Lachine Canal

Because of the labour dispute, the channel between the two locks of Lachine Canal under the OPMC's responsibility was closed for seven weeks. The effects of this closure rippled through all canal operations, including those of our partner Parks Canada. Traffic during the rest of the summer resumed normal levels.

Daniel McAllister tugboat

The *Musée maritime Bernier* remains the owner of the *Daniel McAllister*, which has been recognized as heritage property of outstanding significance by the Canadian Cultural Property Export Review Board. She is still anchored in the Western sector, near the locks. The Old Port Corporation has approached federal authorities about obtaining certification as an agency entitled to handle recognized cultural property and is currently waiting for a reply. This recognition would allow the OPMC to take over the *Daniel McAllister*. While awaiting a decision on the transfer, the Corporation has drawn up

a development plan for the tugboat with the assistance of a naval architect.

Heritage development plan

In updating and consolidating its infrastructure management plan and creating its Development Plan, the Corporation carried out a study that included a diagnostic overview of its current practices in terms of heritage development. The study identified several directions for development.

The study:

- looks back to the development context of the OPMC's territory, recalling the guiding principles for development that came out of the 1985–86 public consultations;
- draws up a progress report, several observations of which follow up on the ideas gleaned from meetings with representatives of various organizations in the community to stimulate the thought process;
- proposes a range of orientations to serve as points of reference in developing the site, including the conservation, protection and interpretation of the site's archeological and historical heritage.

The OPMC will develop the appropriate action plan depending on the scenario selected.

Inspired by these orientations, the Corporation has decided to equip the *Balade* with an audio system to present and interpret various points of interest in order to highlight the site's heritage.

STRATEGIES AND TACTICS	PERFORMANCE INDICATORS	2003–2004 RESULTS
Develop and implement an interpretation program for heritage attractions.		
Develop a strategic heritage development plan.	Creation of the 2004–2005 development plan	GOAL ACHIEVED Activities at this level have been moved forward. Development orientations have been defined. The plan will follow in 2004–2005. The Balade was reviewed and enhanced with the addition of an audio system.
	Restoration of the <i>Daniel McAllister</i>	GOAL PARTIALLY ACHIEVED OR POSTPONED The OPMC has completed a technical and financial feasibility study and the restoration plan for the <i>Daniel McAllister</i> .

CHALLENGES FOR THE COMING YEARS

- The Corporation will complete the development and interpretation of the site's heritage through an action plan to be implemented progressively as resources become available.
- The Corporation will endeavour to secure transfer of ownership of the *Daniel McAllister* tugboat. The interpretation and development plan for the vessel will be consolidated so that she can be opened to the public by 2005, if appropriate financial resources are forthcoming.
- The Corporation will strive to interest and attract more historical or thematic ships to the Old Port. The *Jeanie Johnston* is a good example of both the drawing power of such vessels and public interest. Proactive measures should be taken to repeat this type of event.

Throughout the summer, the Corporation maintained and even increased the number and variety of outdoor activities available to visitors, in particular maritime activities.

OBJECTIVE: Encourage outdoor activities.

Summer outdoor and sports programs

The Old Port's products surpassed objectives. The choice is already broad, and it keeps increasing: bicycles, in-line roller skates, scooters, quadricycles, and pedal boats are available for rent, as well as access to a climbing wall and a trapeze, at established rates.

To get from place to place on the site, visitors still have the use of the Balade mini-train. Since the summer of 2003, electric taxis have also been available; the results of this summer-long pilot project were conclusive.

Cruises and maritime activities

The Old Port continues to be Montréal's site of choice to take a cruise on the St. Lawrence. Whether it is extreme sports in the Lachine rapids or a dinner cruise accompanied by fine wine, the Old Port not only maintained but also strengthened the products offered in the summer of 2003.

Indeed, two new maritime partners offered services to visitors: *La Chaloupe*, a barge that gives passengers a taste of the Lachine Canal and its locks; and the *Nautibus*, an amphibious vehicle that takes visitors on a tour of both downtown Montréal and the St. Lawrence river.

Operational Results (continued)

STRATEGIES AND TACTICS	PERFORMANCE INDICATORS	2003–2004 RESULTS
<p>Consolidate and balance summer outdoor and sports products and services.</p>		
<p>Maintain a critical mass of outdoor activities.</p>	<p>Minimum of 5 outdoor products offered</p>	<p>GOAL EXCEEDED Once again this year, visitors to the Old Port had numerous outdoor activities to choose from, such as cycling, in-line skating, ice skating, quadricycles, scooters, a climbing wall, pedal boats, and a trapeze.</p>

CHALLENGES FOR THE COMING YEARS

- The future addition of a marina will be a major undertaking in the Clock Tower sector. This infrastructure must achieve a standard of quality that corresponds to development projects currently taking shape in neighbouring areas of the city. Moreover, the public-private partnership development model adopted will be a first that may prove to be very informative.
- The Corporation must take the actions necessary to improve the reception and services at the Port d’escale in order to maintain its competitiveness, attractiveness, and, as a result, its performance.
- An important part of the Development Plan must be dedicated to infrastructures and services to support and increase nautical and cruise activities. New outdoor activities will be identified and situated, and new commercial concessions granted, according to the principles established in this plan.
- The Corporation must increase its off-peak-season activities.



Managing and developing an urban park

Key Area 2

Managing and developing an urban park

Goal

Offer visitors a showcase on the river and a place to relax.

Services and activities

- providing access and hospitality at the Old Port
- ensuring the safety of visitors to the park
- offering facilities and support functions, visitor services, and parking to improve site access

To better serve its visitors, the Corporation has made major changes to signage, hospitality, and services provided.

The Corporation focused on customer service this year, with a priority being to improve the performance of parking systems and access terminals.

OBJECTIVE: Encourage rest and relaxation.

Attendance

The number of visitors to the Old Port of Montréal grew by 5.3% compared to the previous year, for a total of 7,456,000 visitors. This increase, which occurred despite cold and gloomy spring weather and a record-breaking heat-wave in July, is due primarily to good marketing results by the OPMC and its partners—in particular Mosaïcultures Internationales 2003 and the Cirque du Soleil—and a shift of attendance to the fall and winter periods. Over the last five years, the Old Port of Montréal site has welcomed an average of just over 6.2 million visitors annually.

Hospitality

Giving visitors a warm welcome remained a priority for the Corporation, with the focus on personalized contact and responding to visitors' needs. In collaboration with partners, the Corporation improved commercial signage at the site. Senior citizens greatly appreciated the Balade, a mini-train that takes visitors from one end of the site to the other, during Mosaïcultures Internationales. Finally, to make the site more relaxing, the Corporation completed its tree-planting program in the Old Port Park, which will be integrated into the landscaping component of the Development Plan. Despite the labour dispute, the site remained completely accessible and the comments received, both from partners and customers, indicate that the Old Port's level of hospitality remained quite high throughout.

Parking

The functionality, efficiency and reliability of parking facilities were improved. The Corporation monitors parking revenues, ergonomics and equipment functionality; it also regularly evaluates security. The Corporation has forged relationships with partners in the community (e.g., Casino) to improve its practices, and practical measures have been taken to improve signage and operational communications procedures.

In collaboration with the Montreal Port Authority, capital investments have been made with respect to the Alexandra Pier's concrete slabs and structure to keep the parking lot operating optimally and to ensure public safety.

The Corporation linked parking terminals to a network, which will ensure quicker renewal of monthly permits and improved data stability and integrity.

The installation of two-way intercoms at payment and exit terminals will improve customer service. The Corporation reviewed its high- and low-season rates, to adjust them to competitors' rates. Finally, the Corporation reviewed the road lines on various piers to increase parking capacity and improve pedestrian safety.

Operational Results (continued)

STRATEGIES AND TACTICS	PERFORMANCE INDICATORS	2003–2004 RESULTS
Provide the public with a hospitable, safe, and comfortable environment.		
Make the site safe and clean by upgrading standards of sanitation services.	Upgrade of sanitation services standards (2003–2004)	GOAL PARTIALLY ACHIEVED OR POSTPONED Renovations were made to Shed 16 and the Jacques-Cartier Pier. Restroom facilities at the Port d'escalé will be completed in spring 2004.
Implement a tree-planting program for the Old Port Park.	Successful implementation within budgets and timetables	GOAL PARTIALLY ACHIEVED OR POSTPONED The concept and plans have been completed and will be integrated into the Development Plan.
Maintain parking operations at optimum levels.	Stabilization of parking operations (2003–2004)	GOAL ACHIEVED Measures were taken throughout the year. Physical access to parking terminals has been secured, and all terminals have been networked.
	Reduction in number of claims resulting from vehicle break-ins.	GOAL PARTIALLY ACHIEVED OR POSTPONED A database will be established in 2004 based on insurance claims.
	Reduction in dissatisfaction among parking lot users.	GOAL PARTIALLY ACHIEVED OR POSTPONED The stabilization of the parking system led to increased customer satisfaction. A database will be established in 2004 based on insurance claims.
Improve customer service by implementing and monitoring measurement indices, according to customer service standards.	Ranking among the top 3 in the sector in Montréal, according to the overall reference indicator under development	GOAL PARTIALLY ACHIEVED OR POSTPONED A work group has been set up with the goal of achieving customer service certification from the Québec Standards Bureau in the summer of 2006. An initial study (with Secor) on employee mobilization was undertaken, and an action plan developed.
Improve the functionality and reliability of the parking lot signage.	Reduction in the number of customers dissatisfied with parking lot signage	GOAL PARTIALLY ACHIEVED OR POSTPONED A review of operational management was undertaken during the visit of one of our regional partners.

CHALLENGES FOR THE COMING YEARS

- The Corporation must improve the financial and operational performance of its parking facilities.
- The Corporation must obtain customer service certification from the Québec Standards Bureau.
- The Corporation must optimize parking revenues over four seasons, according to local demand.



Conserving and protecting the site's architectural, property, and landscape heritage

Key Area 3

Conserving and protecting the site's architectural, property, and landscape heritage

Goal

Ensure that the historical, maritime, and harbourfront character of the Old Port endures for the benefit of current and future generations.

Services and activities

- Maintaining and caring for assets
- Safeguarding and developing the Old Port's infrastructures, lands, buildings, equipment, and facilities

This year, the Corporation did significant maintenance and upkeep work. A number of activities were also carried out under its environmental management program.

OBJECTIVE: Protect infrastructures, lands, buildings, and equipment.

Environmental Management System (EMS)

The Corporation continued to implement its environmental management system for operations on the site. An environmental compliance audit was carried out for the Alexandra Pier and corrective measures will be taken over the coming year. A container has been made available to maritime concession holders to improve the management of their petroleum wastes.

Protecting and improving corporate assets

Upkeep and maintenance work to protect assets were carried out as part of the capital investment program. The Corporation renovated the sanitary services in Shed 16 and on the Jacques-Cartier Pier. Capital work was carried out on the Alexandra Pier's concrete slabs and structure in collaboration with the Montreal Port Authority. In 2003–

2004, the OPMC began phase one of work in the Clock Tower Pier and Basin sector. However in April 2003, because of the imminent labour conflict with its employees, the Corporation was forced to delay this work for several months.

The Corporation also carried out maintenance and upkeep work to protect its corporate assets and to afford visitors improved use of its equipment. The health and safety of visitors and employees were the determining factors in deciding which work received priority.

With respect to protecting the site's assets, the Corporation, in concert with Public Works and Government Services Canada (PWGSC), moved to ensure public safety by carrying out urgent work on the Promenade and by burying the ruins of silo no. 1. In undertaking the latter work, measures were taken to ensure its reversibility so that the site may be restored at a future date.

Operational Results (continued)

STRATEGIES AND TACTICS	PERFORMANCE INDICATORS	2003–2004 RESULTS
Ensure the upkeep, maintenance, and protection of buildings and facilities.		
Carry out an ongoing preventative maintenance plan for all priority assets: <ul style="list-style-type: none"> • Parking facilities • Architectural: building exteriors • Electrical and mechanical: building systems • Infrastructures: underground systems • Lachine Canal: locks. 	Reduction in system breakdowns, i.e., payment terminals, leaky roofs, heating systems, water main breaks, etc.	GOAL PARTIALLY ACHIEVED OR POSTPONED A needs analysis will lead to the acquisition of a preventative maintenance application.
	Reduction in breakdowns, and related expenditures, of the Lachine Canal locks by 2005	GOAL NOT ACHIEVED Despite significant investment, the locks' advanced age has resulted in frequent breakdowns.

CHALLENGES FOR THE COMING YEARS

- The Corporation must develop and implement a preventative maintenance program for parking facilities, building exteriors, electrical and mechanical systems, and the locks.
- The Corporation will continue efforts to obtain custody of the assets in order to improve the planning of work and management of infrastructures.
- Plans and estimates for the upkeep and protection of the King-Edward Pier will be produced in 2004–2005.
- The Corporation will make an inventory of its assets next year; the purchase and installation of the application are planned for the end of 2005.

Following partnership offers, the Corporation has started capital investment work on the Clock Tower Pier in order to accommodate a marina in 2004. The Corporation also increased efficiency by rearranging certain spaces in the Science Centre.

OBJECTIVE: Develop infrastructures, lands, buildings, and equipment.

Clock Tower Pier

Growing demand for pier berths for the entire summer, as well as for large pleasure craft, bears out the potential of a marina project for seasonal users at the Old Port of Montréal.

The reopening of the Lachine Canal (western sector of the Old Port) to pleasure craft in 2002 has attracted about 4,000 boats per year to the Old Port's locks sector. Originally designed to avoid the Lachine rapids, the canal's new vocation as a nautical tourist attraction adds a highly appealing element to the marketing of the Old Port's pleasure boating products and services.

Along with the maintenance and protection of assets on the Clock Tower Pier, the Corporation has decided to work toward increasing nautical tourism in Montréal by building a marina at the Clock Tower Pier. To this end, on February 18, 2004, it made a public call for business proposals to find an operator-investor for the marina.

The Corporation reconfigured its entrance gateways and installed a third entrance on the Clock Tower Pier to facilitate visitor access to the site from de la Commune during the Cirque du Soleil shows and the Loto-Québec fireworks displays.

Montréal Science Centre

The Corporation built office spaces for the MSC to move personnel closer to their product and to improve the Corporation's future profitability. Corporate rentals personnel and the group sales centre are now located at the Science Centre.

In 2003, the MSC regained a room previously rented to a third party. Work was carried to adapt it to the growing demand for corporate rentals, thereby improving the services offered by the hall rental department.

In order to rationalize warehousing needs, certain spaces were reconfigured, new spaces were built, and the appropriate equipment was installed.

Other construction work will allow the Corporation to move the information technology department to the Science Centre. A server room will be built to industry standards to meet the Corporation's future needs. Its current location at head office is unsuitable because of the premises' advanced age.

Finally, the Corporation renovated the IMAX® Theatre's snack bar to improve the merchandizing of these products.

Landscaping

The landscaping and horticulture maintenance and development crews did their utmost to keep the site's facilities and grounds clean and attractive, to the delight of Old Port users. The Corporation integrated some of the trees planted as part of Mosaïcultures Internationales into its tree-planting program. Other facilities of the Mosaïcultures site were preserved to improve park services, while the majority of unused facilities were dismantled to reduce maintenance costs and respect the limits of our operating budget.

Operational Results (continued)

STRATEGIES AND TACTICS	PERFORMANCE INDICATORS	2003–2004 RESULTS
Update, consolidate, and implement the asset management plan.		
Consolidate and improve safety of parking operations at the Alexandra Pier to increase revenues.	Increase in number of short-term parking spaces	GOAL PARTIALLY ACHIEVED OR POSTPONED A study was carried out and plan developed. Implementation will begin in spring 2004.
Consolidate and improve safety of parking, walking, and berthing facilities.	Increased accessibility to Clock Tower Pier	GOAL ACHIEVED Pier entrance was rebuilt to better manage traffic during major events.
	Increase in ship berthing potential	GOAL ACHIEVED A study to build a marina at the Clock Tower Pier was completed; such a facility will increase the number of berthing spaces.

CHALLENGES FOR THE COMING YEARS

- In collaboration with the Montreal Port Authority, the Corporation will undertake the necessary studies for conserving and developing the Alexandra Pier to develop new functions within the Development Plan.
- The Corporation will integrate the asset protection and maintenance program into the Development Plan.
- With the departure of Mosaïcultures Internationales 2003, a review of the vocation of Des Écluses Park is in order. A section of the Development Plan will focus on this, taking into account potential nearby projects.
- The Corporation will make improvements to the Bonsecours and Jacques-Cartier Pavilions and to the Science Centre Belvedere.
- The Corporation will continue to make improvements to the Clock Tower Pier, with a view to building a marina with private sector participation.



Effectively, efficiently, and economically
managing the Crown Corporation

Key Area 4

Effectively, efficiently, and economically managing the Crown Corporation

Goal

Manage the resources assigned to the Corporation in a responsible and sustainable fashion.

Services and activities

- Delivering administrative services in accordance with required practices, tools and systems
- Managing human, material and financial resources

Two key OPMC departments—Finances and Administration, and Human Resources—underwent major restructuring over the past year.

OBJECTIVE: Improve the Corporation's management processes and tools.

Computer systems

The Corporation took a number of measures to ensure proper computer resource management. In 2003–2004, a new management was set up, which quickly saw to the necessary diagnostic tests, overviews, and action plans. As a result, the Corporation:

- installed a user-request management system;
- reviewed the main security components of computer management, which will lead to the relocation of the IT department to new offices at the MSC;
- added new equipment to improve system reliability, stability, and security;
- updated certain applications;
- evaluated systems and suppliers, which will result in the addition of new modules to the parking system and the replacement of our ticketing system in the near future.

An update of the master IT resource plan began in February and will be completed by the start of the new fiscal year. The updated plan will integrate the changes already begun.

Business processes

The arrival of a new Vice-president, Finances and Administration and the reorganization of the finance department team, combined with an influx of new staff, has been the catalyst for major changes. Their primary achievements to date include:

- the implementation of a new budgeting process that facilitates the involvement of management;
- the production of a policies and procedures manual;
- faster production of financial statements in a new consolidated format;
- new review procedures for accounts receivable, which were significantly reduced as a result.

In 2003–2004, the team also took steps in various other areas such as monitoring cash flow, controlling activity expenditures, pricing, coordinating information and contracts, employee training, and controlling capital expenditures. With a view to eventually replacing the current ticketing system, work is underway to define the Corporation's needs and assess the potential of existing systems.

These different initiatives and on-going user training have generated a greater sense of accountability for the Corporation's financial results and for stabilizing and even reducing the government funding currently required for the Corporation's operations. Several other initiatives began in 2003–2004 and will continue throughout next year.

Operational Results (continued)

STRATEGIES AND TACTICS	PERFORMANCE INDICATORS	2003–2004 RESULTS
Produce and utilize management information in the Corporation’s strategic planning and business development.		
Develop, deploy, and use effectively a balance-sheet approach to accounting.	Production of financial reports on the 15th of the following month by 2003-2004	GOAL ACHIEVED Financial statements are produced and issued no later than the 15th of the following month.
Develop, deploy, and use cost-benefit analyses by activities.	Tests and prototypes by 2003–2004	GOAL PARTIALLY ACHIEVED OR POSTPONED The information contained in the financial statements has been reorganized, thereby improving product performance analyses, which will be completed for 2004–2005.
Develop and utilize strategies and measures that render the Corporation’s operations effective, efficient, and economical (EEE).		
Increase the organization’s efficiency by consolidating business processes.	Development of policies and procedures for: <ul style="list-style-type: none"> • currency circulation • telecommunications • accounting cycles (invoices, payments, payroll) • concession holders • producers • contracts 	GOAL PARTIALLY ACHIEVED OR POSTPONED A policies and procedures manual was created. Also updated and put into place were: control procedures for capital expenditures and policies for product pricing, control of petty cash, and generation of financial statements. Policies and procedures for telecommunications, transportation of personnel, control of vehicle fleet, and fuel consumption were reviewed. The process will continue in 2004–2005.
	Improved access to administrative policies and procedures by placing them on the Intranet. Training of new employees	GOAL ACHIEVED The main policies and procedures related to operations are on the Corporation’s Intranet.
Design and implement risk management practices for the Corporation’s strategic planning and projects.	Definition of risk assessment criteria for certain target projects	GOAL PARTIALLY ACHIEVED OR POSTPONED A more systematic review of risk management and assessment methods will be undertaken in 2004–2005.

Operational Results (continued)

Develop financial analysis models and benchmarks to evaluate the Corporation's EEE performance.	Study of comparables and similar practices among a network of experts for systems management and cost-benefit accounting, for 2003–2004	GOAL PARTIALLY ACHIEVED OR POSTPONED Priority was given to strengthening administrative and accounting fundamentals; study of comparables was therefore postponed to 2004–2005.
Develop and implement management measures and systems to ensure the Corporation's optimal performance.		
Develop revenue and expenditure forecasting systems.	Increase in skills of system users (2003–2004)	GOAL PARTIALLY ACHIEVED OR POSTPONED The project was postponed to 2004–2005 and will follow up on tests carried out during the business processes review.
	Continuous monitoring of budgetary balance (2003–2008)	GOAL ACHIEVED Faster generation of and a new format for financial statements, and a new budgeting process has allowed for improved budgetary monitoring and the maintaining of budgetary balance.
	Implementation of management charts for each vice-presidency by 2005–2006	GOAL EXCEEDED Management charts will be implemented in 2004–2005.
	+/- 2% reduction in margin of error in financial results	GOAL ACHIEVED Despite the difficulty of measuring this factor, the reorganization of the accounting department and the implementation of new controls, policies and procedures have without a doubt improved the reliability of financial information.
Integrate and stabilize performance in terms of the control and reliability of information for key systems, in order of priority: 1) Workforce - InSync, 2) ProGestion, 3) Trafpark, 4) Virtuo.	Stabilize performance in 2003–2004.	GOAL PARTIALLY ACHIEVED OR POSTPONED Two of the four key systems were reviewed and improved: the parking application (Trafpark) and the ticketing application (ProGestion). The results of assessments will be applied and the two remaining systems will be reexamined over the course of 2004–2005.
	Increase in level of internal satisfaction with management data generated by our information systems (internal surveys)	GOAL PARTIALLY ACHIEVED OR POSTPONED Progress has been observed. An internal survey will be carried out in 2004–2005.

Operational Results (continued)

Increase the functionality and reliability of the parking system adapted to periods of high traffic (Trafpark).	Reduction in dissatisfaction with the parking system	GOAL PARTIALLY ACHIEVED OR POSTPONED The review underway of parking management processes and of appropriate internal controls will be completed in 2004–2005.
Increase the functionality and reliability of the expenditure management system (Virtuo).	Fewer errors	GOAL ACHIEVED The implementation of expenditure controls and more frequent audits ensures the reliability and integrity of the financial information produced by Virtuo.
	Reliable applications	
	Relevant reports	
	Expert users	
Increase the functionality and reliability of the ticketing management system (ProGestion).	Fewer errors	GOAL PARTIALLY ACHIEVED OR POSTPONED A working committee was set up and has begun a thorough assessment of the requirements and potential of currently available systems. The project should conclude in 2004–2005.
	Reduction in rate of user dissatisfaction	
	Production of strategic analysis tools	
Increase the functionality and reliability of the time management system (Workforce).	Fewer errors	GOAL ACHIEVED Workforce monitoring reports are produced on a regular basis. A follow-up of errors and appropriate training of management has been implemented.
	Reduction in rate of user dissatisfaction	GOAL PARTIALLY ACHIEVED OR POSTPONED A survey will be carried out in 2004–2005 to assess user satisfaction.
	Production of strategic payroll management tools	GOAL ACHIEVED Reports of staff hiring and departure are included in the new financial statements.
Integrate and stabilize the processing and logical performance of the Corporation's key systems.	Reduction in system inadequacy	GOAL PARTIALLY ACHIEVED OR POSTPONED All systems were reviewed and updated with respect to: security, backups, license renewals, supplier relations, purchase of telecommunications equipment.
Develop the Corporation's key systems to the full potential of their logical and processing power. Develop tailored applications to meet specific departmental needs.	Production of adapted management tools	GOAL PARTIALLY ACHIEVED OR POSTPONED The process of updating the information system master plan has begun and will be completed in 2004–2005.
	Integration of data from major systems	
	Update of information system master plan (2003–2006)	

Create contingency plans related to system operations security.	Production of written documentation for all systems	GOAL PARTIALLY ACHIEVED OR POSTPONED The process of reviewing documentation has begun and should be complete in the third quarter of 2004–2005.
	Update of policies and procedures for all information systems	
	Production of an IT disaster intervention plan	GOAL PARTIALLY ACHIEVED OR POSTPONED One measure adopted: the relocation of the Corporation’s IT department to the Montréal Science Centre. The IT disaster intervention plan will be completed in 2004–2005.
Implement policies and procedures for emergencies and disasters.	Production of response plan	GOAL PARTIALLY ACHIEVED OR POSTPONED Disaster response plan developed for oil spills in the Port d’escalpe. Other plans will be produced in 2004–2005.

CHALLENGES FOR THE COMING YEARS

- The Corporation must complete its accounting and administrative re-engineering.
- The Corporation must complete the integration of all computer systems to ensure that management has access to relevant and timely information.
- The Corporation will create management charts, as well as monitoring and comparables-tracking tools, to evaluate performance and improve practices.
- The Corporation will examine the possibility of replacing the current ticketing system with an integrated application able to sell tickets for all events and activities on the OMPC site.

As part of its corporate activities, the OPMC played an active role in the work of the Montréal Harbourfront Corporation and consulted with local partners in renewing its development vision.

OBJECTIVE: Maintain and promote the mission and contribution of the OPMC to the community.

Community relations

The Corporation maintains close and productive ties with existing local, tourist, cultural, economic, and scientific organizations. It should be noted that over the past year, the OPMC's relations with the tourism industry on one hand, and the cultural sector and local government on the other, have been greatly strengthened.

The numerous consultations that went into preparing the Old Port's Development Plan confirmed unmistakably that its conclusions fall completely in line with Montréal's key urban development issues, as expressed in the City of

Montréal's urban planning program and the development plan of the Montréal Harbourfront Corporation (*Montréal Harbourfront – Vision 2025*).

The operation of a recreation and tourism site will always be worrisome to its neighbours. However, despite the labour conflict, the MSC's giant screen, annoyances caused by the Café des éclusiers, and the installation of a highway billboard, the Old Port has maintained good relations with its neighbours.

STRATEGIES AND TACTICS	PERFORMANCE INDICATORS	2003–2004 RESULTS
Implement an integrated corporate achievement communications plan.		
Continue to improve corporate visibility.	Consolidation of corporate visibility plan	GOAL PARTIALLY ACHIEVED OR POSTPONED Plan currently in the approval process.

CHALLENGES FOR THE COMING YEARS

- The Corporation must ensure community support for its new Development Plan.
- The Old Port must seek recognition as a major contributor to the city's tourist appeal and Montréal's cultural vitality.

The Corporation improved its financial performance by putting measures into place aimed at reducing uncollectible accounts and improving the performance of its concession-holders.

OBJECTIVE: Improve the Corporation’s financial performance.

Commercial concessions

The performance of concession holders exceeded planned objectives, despite the closing of the MSC’s major restaurant in the fall of 2003.

STRATEGIES AND TACTICS	PERFORMANCE INDICATORS	2003–2004 RESULTS
Increase the Corporation’s revenues.		
Reduce uncollectible accounts	Uncollectible accounts no more than 5% of the Corporation’s generated revenues	<p>GOAL ACHIEVED</p> <p>Measures to monitor accounts receivable were put into place based on periodic reports of account status.</p> <p>Accounts receivable were reduced substantially, and the provision required for uncollectible accounts was also reduced.</p>

Operational Results (continued)

<p>Increase the Corporation's revenues from concession holders.</p>		
<p>Review and consolidate the performance of concession holders.</p>	<p>Renewal of product offer for the MSC restaurant (H8 ground floor)</p>	<p>GOAL PARTIALLY ACHIEVED OR POSTPONED A new ground floor concession holder will move in for summer 2004. The Corporation has transformed the floor above into corporate rental space.</p>
	<p>Strengthening of the MSC's bistro-boutique product</p>	<p>GOAL ACHIEVED A study of the customer base was carried out. Measures to attract more customers and improve performance through relocation were put into place. Merchandizing assistance helped to improve performance.</p>
	<p>2.5% average annual increase per year from 2003–2008, based on 2002–2003 forecasts</p>	<p>GOAL ACHIEVED Concession-holders in the Old Port Park and the MSC generated \$1,851,646 compared with \$1,429,744 in 2002–2003, an increase of 29.5%.</p>

CHALLENGES FOR THE COMING YEARS

- The Corporation will sign a permanent concession contract for the restaurant at the Science Centre.
- The Corporation must review the function and nature of the Café des Éclusiers to improve its synergy with location and demand.
- The Corporation must review the function and nature of the terrasse at Bonsecours Pavillion to increase its potential and performance.

Fiscal 2003–2004 was marked by a labour dispute that lasted seven weeks and by the Corporation signing collective agreements with its unionized employees.

OBJECTIVE: **Maintain and develop human resources to meet the Corporation's challenges.**

Human resources—the focus of the Corporation's concerns

It was an eventful year in terms of labour relations. The Corporation was faced with tough negotiations to renew two labour contracts. The Old Port of Montréal's first ever labour dispute began in May 2003 and ended in July, after a seven-week work stoppage.

Since the return to work of its employees, the Corporation has had many occasions to appreciate the high level of their commitment and involvement; in particular, the Christmas party enjoyed the highest ever participation rate, with a majority of the personnel attending.

Moreover, since the return to work, relations between the employer and union representatives have been characterized by an approach that focuses on mutual trust and respect. Several meetings with union leaders have resulted in the creation of various joint committees and the reestablishment of a cordial and productive working relationship. The future of labour relations can thus be viewed with confidence.

The Corporation set a goal for 2003–2004 to improve internal communications. Following an internal study on employee motivation (*Mobilisation du personnel au Québec, Résultats de l'analyse comparative réalisée par Secor Conseil - April 2003*), and after working committees on this topic had been established, several initiatives were put forward with the collaboration of employees, such as the holding of monthly breakfasts with the President & CEO, the creation of two work groups—on internal communications and customer service—to come up with findings, recommend avenues of improvement, and act as voices of change. The concrete actions taken this year by the Corporation's upper management to strengthen ties between employees and managers will continue with several other mobilization and structuring projects in 2004–2005.

In addition, at the start of 2004, the Corporation undertook a significant process of operational restructuring. The creation of two separate business units (MSC and Old Port Park) occasioned major operational adjustments to corporate structure and also reconfirmed the Corporation's desire to provide expert services for high-performance products.

Operational Results (continued)

STRATEGIES AND TACTICS	PERFORMANCE INDICATORS	2003–2004 RESULTS
Equip the organization with human resource policies, programs, practices, and processes adapted to meet its needs.		
Carry out a review and diagnostic of the employment assessment plan.	Implementation of a system to ensure internal equity through a documented assessment of job profiles	GOAL PARTIALLY ACHIEVED OR POSTPONED The diagnostic, review, and recommendations are planned for spring 2004. New practices will be put in place in fall 2004.
Consolidate the performance assessment system.	Assessments based on corporate objectives	GOAL PARTIALLY ACHIEVED OR POSTPONED Performance assessment tools have been re-worked. An evaluation and review are planned for fall 2004.
Carry out a review and diagnostic of the wage policy.	Wage scales adjusted to target market by 2004	GOAL PARTIALLY ACHIEVED OR POSTPONED Studies of comparables were updated in 2003–2004. A wage policy review is scheduled for fall 2004.
Design and implement a centralized mechanism for personnel replacement.	Reduction in time needed to replace personnel	GOAL PARTIALLY ACHIEVED OR POSTPONED A mechanism was developed.
	Testing of a pilot project in site management in 2003–2004, implementation in 2004–2005 depending on conclusions	GOAL ACHIEVED Test was conclusive. The project will be implemented and evaluated in 2004–2005 in the Site Management Department, and in the MSC (summer 2004).
Implement an organizational development program.		
Put an ongoing training program into place.	Implementation of a program for the development of management skills	GOAL ACHIEVED The last phase of a management skills development program was carried out for all supervisory personnel.
	Implementation of a program for the development of teamwork skills	GOAL PARTIALLY ACHIEVED OR POSTPONED Designing and implementing the program were postponed until 2004–2005.

Operational Results (continued)

	Implementation of an information program on corporate directions	GOAL PARTIALLY ACHIEVED OR POSTPONED The guide for new employees was updated and remains to be evaluated in 2004–2005. One new activity, the President’s breakfasts, was implemented. A work area to improve internal communications was initiated, and the action plan will be implemented in 2004–2005.
Develop and implement a plan to mobilize employees toward reaching the Corporation’s objectives.		
Design and develop an internal communications plan.	Execution of one organizational survey per planning cycle (2003–2004) (2004–2005)	GOAL ACHIEVED A survey on staff mobilization with respect to customer service was carried out. Another survey to reevaluate the level of mobilization will be carried out in September 2004.
	Implementation of internal communications plan starting in 2003–2004	GOAL PARTIALLY ACHIEVED OR POSTPONED The internal communications plan will be implemented in 2004–2005.
Put all necessary measures into place to create a healthy work environment.	Conclusion of negotiations in 2003–2004	GOAL ACHIEVED Contracts were signed in July 2003 and cover the period from April 1, 2002 to March 31, 2006.
	Implementation of negotiated agreements, and management training regarding new collective agreements	GOAL ACHIEVED All managers have received training with respect to the application of the new collective agreements.

CHALLENGES FOR THE COMING YEARS

- The Corporation must implement recognition and mobilization programs for employees.
- The Corporation must improve its human-resource management processes and controls and apply an approach to customer service that is consistent with its corporate plan and closely linked with operations.
- The Corporation will adapt the processes, procedures, and policies in place to a method of delivering advisory services that better meets the needs of internal customers.
- The Corporation will review its remuneration policy to restore the perception of competitive remuneration, a fair evaluation system, and a true appreciation of the benefits and working conditions provided.
- The staffing plan will be reviewed to ensure that the Corporation can manage its resources with flexibility and carry out its business plan.

The Corporation has introduced an equipment renewal and maintenance program and revised its infrastructure management plan.

OBJECTIVE: Effectively manage the assets of the Old Port.

Asset management

Over the years, the Old Port’s assets have deteriorated due to:

- delays accumulated during the 1990s, when capital investment programs were frozen;
- a failure of the different responsible parties to place a priority on maintaining and upgrading these assets;
- insufficient government funding for the work necessary;
- intensive and repeated use of these assets for over ten years, since their restoration in 1992;
- the fragmentation of responsibilities between PWGSC and the OPMC and confusion with respect to the mandate for protecting and maintaining assets.

To optimize the useful life of the assets and reduce future maintenance costs, the Corporation has developed, with Public Works and Government Services Canada, an asset management plan that sets criteria and priorities for upgrading assets and maintaining them in good condition for the future. While the Corporation has requested custody of these assets, along with appropriate funding, the 2003–2004 federal budget did not provide for such a transfer and funding.

With PWGSC, the Corporation has assessed the deterioration of the concrete floors and ceilings of the parking lot. Inspections and preventative measures

requiring immediate attention, as well as additional corrective measures, will be carried out over the coming fiscal year.

The Corporation has begun, in collaboration with a consortium of experts, to revise its infrastructure management plan and draw up a new Development Plan. This revision aims to describe the current situation and suggest orientations that will allow the Corporation to:

- maintain the site’s role as a public service for local citizens;
- contribute to the growth of Montréal’s recreation and tourism industry;
- optimize the site’s financial performance;
- strengthen the physical and visual links between the site and the city, Old Montréal, the port, and the river;
- reinforce the site’s heritage character;
- improve accessibility to the site by developing new public transport infrastructures;
- reduce automobile traffic in Old Montréal as a result;
- consolidate existing operations and activities over four seasons.

The Corporation intends to complete this work in the fall of 2004 and promote it among various stakeholders in order to enhance it and win approval.

Operational Results (continued)

STRATEGIES AND TACTICS	PERFORMANCE INDICATORS	2003–2004 RESULTS
Develop and implement monitoring and maintenance mechanisms for the Corporation's assets.		
Put into place a program to optimize relations with the City of Montréal with respect to the services provided to the OPMC.	Maintenance or increase in amounts granted to the OPMC in lieu of taxes by the City of Montréal	GOAL PARTLY ACHIEVED OR POSTPONED An agreement was reached with the City to use the Wellington snow melter, to reduce cleared snow on the site.
Administer the Corporation efficiently.		
Develop and put into place an equipment and furniture maintenance and replacement program.	Implementation of program within budget and on schedule	GOAL ACHIEVED Equipment was renewed according to plan.
Optimize the use of the Corporation's spaces.	Creation of storage space at the Science Centre	GOAL ACHIEVED Several storage areas were created to address specific needs.
	Cost-benefit analysis of relocating the Corporation's offices	GOAL PARTLY ACHIEVED OR POSTPONED Office space was created at the MSC for the group sales and corporate rentals teams and for the IT team and its technical spaces.
Continue the vehicle replacement program.	New Balade vehicle in place by 2005	GOAL ACHIEVED The Balade vehicles were reconditioned, avoiding the major expense involved in replacing them.
Continue the computer equipment replacement program.	Implementation within budget and on schedule	GOAL ACHIEVED The plan to replace computer equipment over a three-year period is underway.
Develop, implement and maintain an environmental management system (EMS).		
Put an environmental management system into place.	Implementation of environmental regulations and control systems for Old Port operations (dissemination, monitoring, emergency plan, assessment)	GOAL PARTLY ACHIEVED OR POSTPONED Implementation is complete except for an environmental compliance audit.

Operational Results (continued)

	Creation of an environmental guide for employees	<p>GOAL PARTLY ACHIEVED OR POSTPONED</p> <p>An environmental procedure guide for employees was produced and distributed over the Intranet; it covers 5 important procedures:</p> <ul style="list-style-type: none"> • mechanical maintenance, • paper use, • recycling, • electricity conservation • petroleum product inventories. <p>Others will follow in 2004–2005.</p>
Adhere to the environmental objectives of the EMS.	Implementation of a workplace hazardous materials information system (WHMIS) and storage	<p>GOAL ACHIEVED</p> <p>WHMIS sheets have been produced and continuously updated; periodic training is provided. A container for maritime wastes was purchased and storage space adapted for Shed 3.</p>
	Implementation of programs and facilities for recycling hazardous materials, glass, multiple materials, and fluorescent light ballasts	<p>GOAL PARTLY ACHIEVED OR POSTPONED</p> <p>Progress has been made. Current contracts are under review. Sorting and management for specific materials is being set up.</p>
	Reduction in consumption of paper (30%), electricity in kW/h (20%), natural gas in cubic metres (10%), road salt (20%), and water (20%)	<p>GOAL PARTLY ACHIEVED OR POSTPONED</p> <p>These reductions will be spread over 5 years and an action plan produced.</p> <p>Road salt expenditures were reduced by 75% in 2003–2004. An electricity use reduction program is currently being planned.</p> <p>A search for grant programs is underway.</p>
	Installation of spill prevention equipment in areas at risk for oil spills	<p>GOAL ACHIEVED</p> <p>Absorbent material has been installed.</p>
	Equip boating concession-holders for managing hazardous wastes (purchase of two sheds for storing hazardous wastes)	<p>GOAL PARTLY ACHIEVED OR POSTPONED</p> <p>Progress has been made. Current contracts are under review. Sorting and management for specific materials is being set up. A container for marine hazardous wastes was purchased.</p>

Operational Results (continued)

<p>Implementation of specific programs (cleared snow management, replacement of products harmful to the environment (25% of cleaning products, 10% of paint, 100% of pesticides), composting kitchen, horticultural and other wastes)</p>	<p>GOAL PARTLY ACHIEVED OR POSTPONED An agreement was reached with the City to use the Wellington snow melter, to reduce cleared snow on the site.</p>
<p>Acquisition of three electric carts</p>	<p>GOAL NOT ACHIEVED A study was carried out with Environment Canada, EDC and possible promoters. The NEV dealer presented an encouraging initiative.</p>
<p>15% reduction in the amount of land contaminated above the "B" criteria for contaminated soils</p>	<p>GOAL PARTLY ACHIEVED OR POSTPONED Strategic action with Mosaïcultures is planned to cover over soil in the locks sector.</p>

CHALLENGES FOR THE COMING YEARS

- The Corporation must implement the asset management plan.
- The Corporation must put into place an environmental protection and energy reduction program, primarily at the Montréal Science Centre.
- The Corporation will develop and implement an ongoing monitoring system for all assets under its responsibility.
- The Corporation will carry out its vehicle and computer equipment replacement programs.
- The Corporation will carry out its preventative maintenance and upkeep program for all equipment, facilities, and assets under its responsibility.

REVENUES

Table 1 - Revenues and Expenditures (thousands of dollars)

	Results 2003–2004	Budget 2003–2004	Variance between results and budget	Results 2002–2003
Revenues				
• Parliamentary appropriations	18,018	18,400	-382	17,955
• Operating revenues	11,188	10,305	883	10,875
Expenditures				
• Operating expenditures	24,805	24,034	-771	24,071
• Property, plant and equipment	4,649	4,671	22	4,798

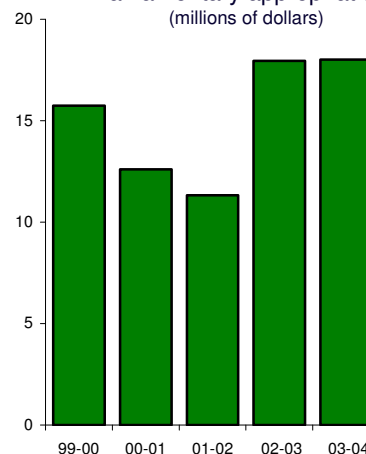
Parliamentary appropriations

Parliamentary appropriations in 2003–2004 rose to \$18.018 million, an increase of \$63,000 (0.3%) compared to \$17.955 million the previous year. An increase in operating revenues, and the control of operating expenditures within the context of a seven-week labour dispute, helped to limit the impact of the dispute.

With 2003–2004 marked by this dispute, certain expenditures were scaled back, delayed, or simply cancelled. This permitted to ensure to the shareholder that the Corporation maintained fiscal balance.

Property, plant and equipment acquisitions were \$4.649 million in 2003–2004, compared to budget forecasts of \$4.671 million and to acquisitions of \$4.798 million for 2002–2003.

Figure 1
Parliamentary appropriations
(millions of dollars)



REVENUES (continued)

Table 2 - Operating Revenues (thousands of dollars)

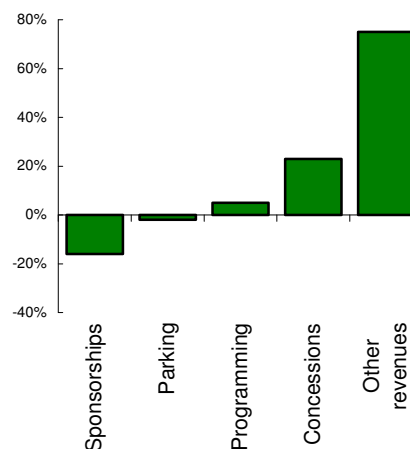
	Results 2003–2004	Budget 2003–2004	Variance between results and budget		Results 2002–2003
			\$	%	
• Programming	4,060	3,883	177	5	4,509
• Parking	2,957	3,004	-47	-2	3,042
• Sponsorships	958	1,140	-182	-16	1,011
• Concessions	1,852	1,500	352	23	1,429
• Other revenues	1,361	778	583	75	884
• Total revenues (before amortization)	11,188	10,305	883	9	10,875
• Amortization of deferred revenues	2,757				3,004
TOTAL REVENUES	13,945				13,879

The Corporation's products generated \$11.188 million in revenues in 2003–2004, compared with \$10.875 million in 2002–2003. This represented a slight increase of \$313,000 compared to last year and a \$883,000 increase (9%) over 2003–2004 budgeted revenues of \$10.305 million.

One factor in this increase was concessions—holding two major events on the site was a significant source of revenues for the Corporation and helped offset the negative effects of the labour conflict and the closing of a large portion of the Alexandra Pier parking lot. Unfortunately, these two events will not return in 2004–2005.

Under the heading of other revenues, the Corporation had an increase of \$583,000 over 2003–2004 budgeted revenues. This variance is accounted for in part by increases in revenues for the skating rink (\$36,000), the Port d'Escale (\$134,000), and mooring and anchorage (\$59,000); as well as a court settlement of \$125,000, hall rental revenues (\$63,000), interest (\$9,000), and expired gift certificates (\$39,000).

Figure 2
Variance Between 2003-2004 Results and Budget



REVENUES (continued)

Programming

Annual revenues generated from programming were \$4.060 million in 2003–2004, compared to \$4.509 million in 2002–2003 and to budgeted revenues of \$3.883 million. This represents an increase of \$177,000 (5%). The labour dispute had a direct effect on revenues generated by the IMAX® Theatre and the expositions, which accounts in part for the \$449,000 drop in revenues compared with 2002–2003.

Parking

Parking revenues remained stable in 2003–2004 at \$2.957 million, compared to \$3.042 million last year and budgeted revenues of \$3.004 million. An increase in attendance at events and concessions explains this performance, which occurred despite the labour conflict and the closure of a portion of the Alexandra Pier parking lot for several weeks. As shown in Figure 3, programming (36%) and parking (26%) are the Corporation’s primary sources of revenue; however, concessions (17%) also bring in significant revenues.

Sponsorships

The Corporation is continuing efforts to increase sponsorship revenues. In 2003–2004, the Corporation was able to maintain sponsorships at the overall level of the previous year, collecting \$0.958 million, compared to \$1.011 million in 2002–2003. The MSC Foundation did not make a donation to the OPMC in 2003–2004.

Figure 3
Operating Revenues

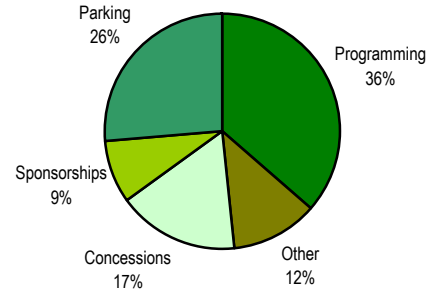


Figure 4
Revenues from programming and parking (\$000)

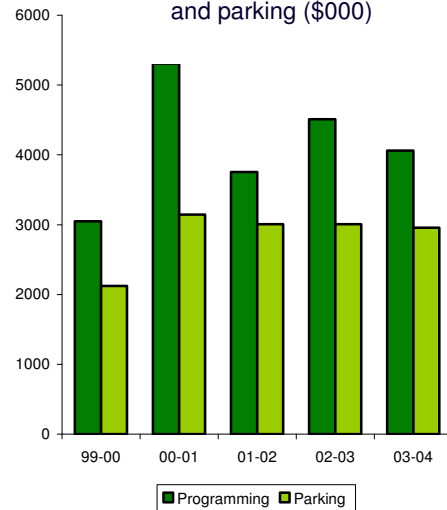
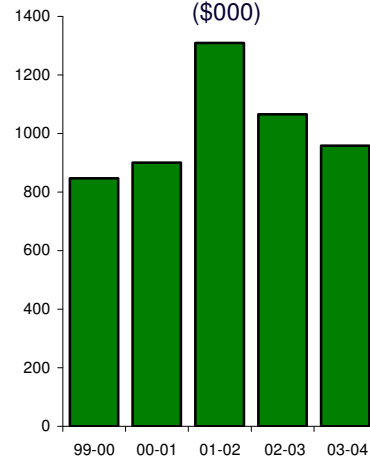


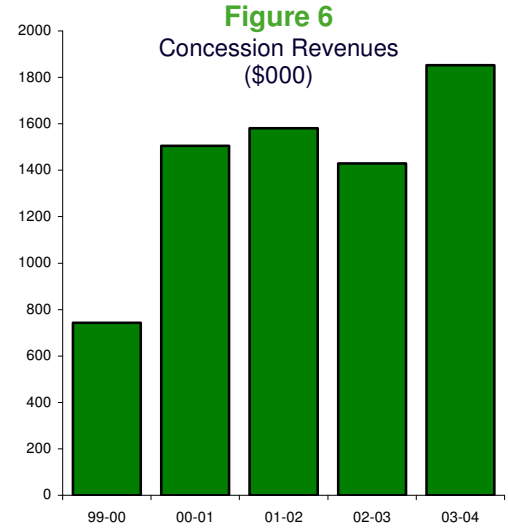
Figure 5
Sponsorship Revenues (\$000)



REVENUES (continued)

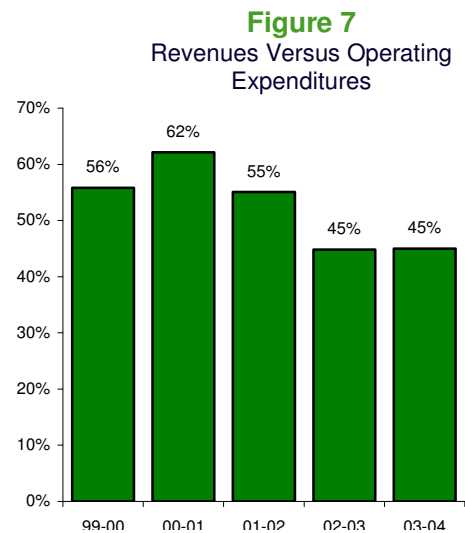
Concessions

Revenues from concession holders were \$1.852 million, an increase of \$423,000 (30%) over the previous year and representing a positive variance of \$352,000 (23%) over 2003–2004 budgeted revenues of \$1.500 million. This area includes primarily revenues from boutiques and restaurants, activities carried out by concession holders and event producers, and film shoots. In 2003–2004, revenues from film shoots increased by 16% over 2002–2003. Moreover, non-recurring revenues generated by Mosaïcultures internationales and the development of the site of the cold storage warehouse account for the increase in revenues of \$423,000 (30%) compared with 2002–2003.



Revenues versus operating expenditures, before amortization

The \$11.188 million generated in operating revenues are an important part of the Corporation's financing and complement the parliamentary appropriations granted to fulfill the OPMC's mission. In 2003–2004, the Corporation's self-generated revenues covered 45% of its expenditures.



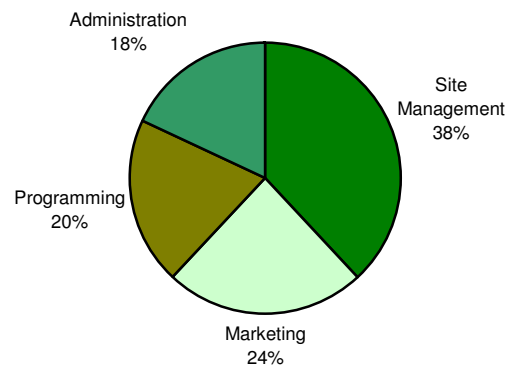
EXPENDITURES

Table 3 - Operating Expenditures (thousands of dollars)

	Results 2003–2004	Budget 2003–2004	Variance between results and budget		Results 2002–2003
			\$	%	
• Site management	9,398	8,420	-978	-12	8,700
• Marketing and customer service	6,074	6,413	339	5	5,871
• Programming	4,879	5,244	365	7	4,816
• Administration	4,454	3,957	-497	-13	4,684
• Total operating expenditures (before amortization)	24,805	24,034	-771	-3	24,071
• Amortization of property, plant and equipment	3,894				4,468
TOTAL EXPENDITURES	28,699				28,539

Fiscal 2003–2004 was marked by the Corporation’s first labour dispute, which had significant impacts on expenditures. Management was able to control certain expenditures to minimize the impact of non-recurrent expenses incurred to ensure the safety and comfort of customers during the dispute. Operating expenditures (before amortization) were \$24.805 million, an increase of \$771,000 (3%) over the 2003–2004 budgeted amount of \$24.034 million.

Figure 8
Operating Expenditures
2003-2004



EXPENDITURES (continued)

Site management

Expenditures related to site management were \$9.398 million—\$698,000 (8%) higher than the amount for 2002–2003, which was \$8.700 million. The increase in expenditures for security and customer services caused by the labour conflict was partially offset by lower salary costs and a reduction in site maintenance and upkeep expenditures, and these factors account for the difference from the previous year. The budgeted amount was \$8.420 million, representing an unfavourable variance of \$978,000 (12%).

Marketing, sales, communications, and customer service

Despite the labour conflict, the Corporation had to maintain expenditure levels in this category. Expenditures for 2003–2004 were \$6.074 million, compared to \$5.871 the previous year, an increase of \$203,000 (3%). However, expenditures were \$339,000 (5%) lower than the 2003–2004 budgeted amount of \$6.413 million.

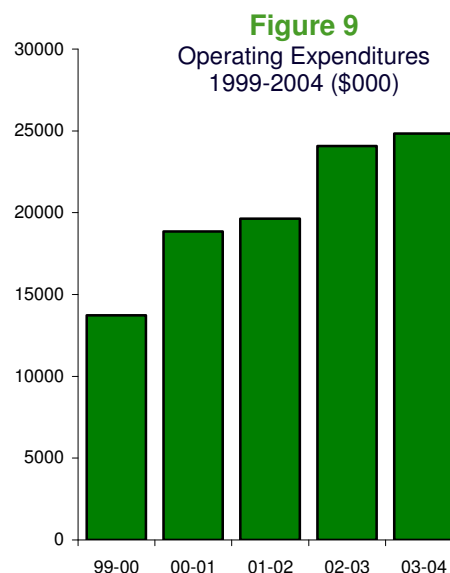
Programming

The closure of exhibitions during the labour conflict reduced salary costs in this category. However, the fact that the IMAX® Theatre continued to operate during the conflict helped to minimize lost revenues.

Programming expenditures were \$4.879 million in 2003–2004, compared to \$4.816 million in 2002–2003, an increase of \$63,000 (1%). The budgeted amount was \$5.244 million, representing a favourable variance of \$365,000 (7%).

Administration

Administration expenditures were \$4.454 million, a reduction of \$230,000 (5%) compared to the 2002–2003 amount of \$4.684 million. Major efforts in 2003–2004 in the area of accounts receivable reduced the Corporation’s uncollectible accounts, leading to a favourable variance of \$521,000 compared to expenditures in this category for 2002–2003. The 2003–2004 budgeted amount was \$3.957 million, representing an unfavourable variance of \$497,000 (13%). This variance is accounted for by additional professional fees paid to the interim Vice-president, Finances and Administration, as well as by adjustments to provide for vacation pay and for salary upgrades.

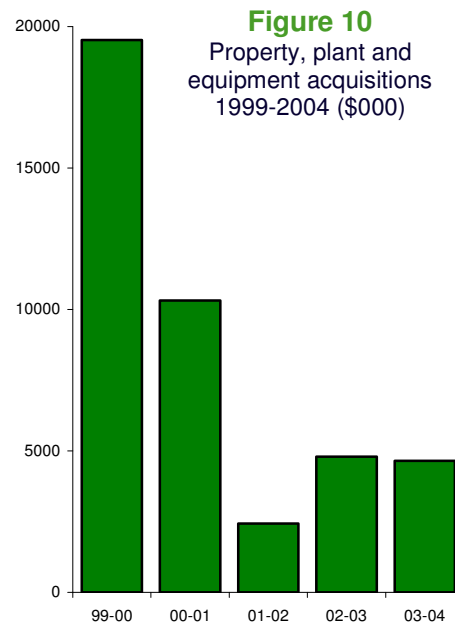


EXPENDITURES (continued)

Table 4 – Property, plant and equipment (thousands of dollars)

Property, plant and equipment	Results 2003–2004	Budget 2003–2004	Variance between results and budget	Results 2002–2003
TOTAL	4,649	4,671	22	4,798

Property, plant and equipment acquisitions were \$4.649 million in 2003–2004, compared to \$4.798 million in 2002–2003 and to the budgeted amount of \$4.671. Because of the labour dispute, certain work on the Clock Tower Pier could not be completed; as a result, \$463,800 in capital work originally planned for 2004–2005 was moved ahead.



Financial Statements 2003-2004

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
President and Chief Executive Officer



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

Montreal,
June 4, 2004



AUDITOR'S REPORT

To the Minister of the Environment
To the Minister of State (Infrastructure)

I have audited the balance sheet of the Old Port of Montreal Corporation Inc. as at March 31, 2004 and the statements of operations, 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, 2004 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 4, 2004

OLD PORT OF MONTREAL CORPORATION INC.

Balance Sheet as at March 31

Assets

	<u>2004</u>	<u>2003</u>
<u>Current</u>		
Cash and cash equivalents	\$ 4,091,136	\$ 4,747,070
Accounts receivable	1,063,105	1,783,240
Prepaid expenses	<u>268,469</u>	<u>437,705</u>
	5,422,710	6,968,015
<u>Long-term</u>		
Property, plant and equipment (Note 3)	<u>15,315,831</u>	<u>14,560,451</u>
	<u>\$ 20,738,541</u>	<u>\$ 21,528,466</u>

Liabilities

<u>Current</u>		
Accounts payable and accrued liabilities	\$ 4,629,180	\$ 5,137,060
Repayable Parliamentary appropriations	826,287	444,711
Current portion of deferred contributions - Montréal Science Centre (Notes 4 & 5)	347,596	1,832,140
Current portion of loan from the Government of Canada	<u>-</u>	<u>2,404,426</u>
	5,803,063	9,818,337
<u>Long-term</u>		
Deferred contributions - Montréal Science Centre (Notes 4 & 5)	953,366	993,017
Deferred property, plant and equipment financing (Note 6)	<u>12,825,104</u>	<u>10,002,711</u>
	13,778,470	10,995,728
	<u>19,581,533</u>	<u>20,814,065</u>

Shareholder's Equity

Retained earnings	1,157,007	714,400
Capital stock (Note 7)	<u>1</u>	<u>1</u>
	1,157,008	714,401
	<u>\$ 20,738,541</u>	<u>\$ 21,528,466</u>

Contingencies (Note 13)
Commitments (Note 14)

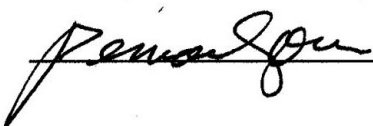
See accompanying notes to financial statements

Approved by the Board of Directors :

Director



Director



OLD PORT OF MONTREAL CORPORATION INC.

Statement of Operations
for the year ended March 31

	<u>2004</u>	<u>2003</u>
Revenues		
Animation programs	\$ 4,222,533	\$ 4,706,485
Less: Royalties to third parties	<u>163,012</u>	<u>197,805</u>
	4,059,521	4,508,680
Parking	2,956,711	3,042,319
Amortization of deferred contributions - Montréal Science Centre (note 4)	2,757,035	3,004,009
Concessions	1,851,646	1,429,744
Sponsorships and donations	958,437	1,010,536
Interests	159,383	147,637
Others	<u>1,202,388</u>	<u>735,737</u>
	13,945,121	13,878,662
Expenditures (note 8)		
Operating expenditures		
Territorial management	9,397,696	8,700,453
Marketing and customer service	6,073,939	5,870,537
Animation programs	4,879,419	4,816,536
Administration	4,453,761	4,683,645
Depreciation of property, plant and equipment	<u>3,893,730</u>	<u>4,467,971</u>
	<u>28,698,545</u>	<u>28,539,142</u>
Excess of operating expenditures over revenues	14,753,424	14,660,480
Parliamentary appropriations - Operating expenditures	13,487,063	13,196,518
Amortization of deferred property, plant and equipment financing (note 6)	<u>1,708,968</u>	<u>1,494,806</u>
Net operating results	<u>\$ 442,607</u>	<u>\$ 30,844</u>

See accompanying notes to financial statements

OLD PORT OF MONTREAL CORPORATION INC.

Statement of Retained Earnings
for the year ended March 31

	<u>2004</u>	<u>2003</u>
Retained earnings, beginning of year	\$ 714,400	\$ 683,556
Net operating results	<u>442,607</u>	<u>30,844</u>
Retained earnings, end of year	<u>\$ 1,157,007</u>	<u>\$ 714,400</u>

See accompanying notes to financial statements

OLD PORT OF MONTREAL CORPORATION INC.

Statement of Cash Flows
for the year ended March 31

	<u>2004</u>	<u>2003</u>
Operating activities		
Net operating results	\$ 442,607	\$ 30,844
Non-cash items:		
Depreciation of property, plant and equipment	3,893,730	4,467,971
Amortization of deferred property, plant and equipment financing	(1,708,968)	(1,494,806)
Amortization of deferred contributions	(2,757,035)	(3,004,009)
Change in non-cash assets and liabilities	763,067	1,206,500
Cash flows from operating activities	<u>633,401</u>	<u>1,206,500</u>
Financing activities		
Montréal Science Centre fundraising campaign	1,232,840	2,144,011
Parliamentary appropriations for acquisition of property, plant and equipment	4,531,361	4,758,771
Repayment of loan from the Government of Canada	(2,404,426)	(2,281,468)
Cash flows from financing activities	<u>3,359,775</u>	<u>4,621,314</u>
Investing activities		
Acquisition of property, plant and equipment	<u>(4,649,110)</u>	<u>(4,798,154)</u>
Cash flows from investing activities	(4,649,110)	(4,798,154)
Change in cash and cash equivalents during the year	<u>(655,934)</u>	<u>1,029,660</u>
Cash and cash equivalents, beginning of year	<u>4,747,070</u>	<u>3,717,410</u>
Cash and cash equivalents, end of year	<u>4,091,136</u>	<u>4,747,070</u>
Represented by :		
Cash	2,091,136	4,747,070
Certificate, 2.1%, maturing in April 2004	<u>2,000,000</u>	<u>-</u>
	<u>\$ 4,091,136</u>	<u>\$ 4,747,070</u>

See accompanying notes to financial statements

OLD PORT OF MONTREAL CORPORATION INC.

Notes to Financial Statements March 31, 2004

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 listed in Part I of Schedule III of the *Financial Administration Act*.

Since 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 25 years for assets owned by Public Works and Government Services Canada.

b) 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.

Donations

The Corporation uses the deferral method to account for donations, which are generally earmarked for specific purposes. They are deferred and recognized as revenue in the year in which the related expenses are incurred.

c) Parliamentary appropriations

The Government of Canada funds the Corporation through parliamentary appropriations. The appropriation 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 appropriation for operating expenditures is recorded in the Statement of Earnings in the year the appropriations are approved.

d) 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 liability in this regard.

e) Measurement uncertainty

The preparation of the financial statements in accordance with 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 expenditures for the reporting period. Estimates relating to bad debts, accrued payables, property, plant and equipment depreciation, deferred property, plant and equipment financing and the amortization of deferred contributions – Montréal Science Centre are the most significant items requiring estimates to be made. Actual figures may differ from these estimates.

3. Property, plant and equipment

	Cost	Accumulated depreciation	Net 2004	Net 2003
<i>(in thousands of dollars)</i>				
Leasehold improvements	\$ 7,428	\$ 576	\$ 6,852	\$ 4,501
Buildings	147	14	133	139
Computer equipment	1,639	1,251	388	374
Exhibitions	10,003	8,990	1,013	2,543
Software	1,066	666	400	376
Machinery, tooling and equipment	7,965	3,324	4,641	5,044
Automotive equipment	1,023	849	174	243
Office furniture and equipment	1,905	958	947	691
Work-in-progress	768	-	768	650
	<u>\$ 31,944</u>	<u>\$ 16,628</u>	<u>\$ 15,316</u>	<u>\$ 14,561</u>

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

The changes in deferred contributions can be explained as follows:

	2004	2003
<i>(in thousands of dollars)</i>		
Balance, beginning of year	\$ 2,825	\$ 3,685
Donations	338	407
Sponsorships	644	1,695
Subsidies and others	251	42
Amortization of deferred contributions	(2,757)	(3,004)
	<u>\$ 1,301</u>	<u>\$ 2,825</u>

5. Financing of the Montréal Science Centre

In 1998-1999, the Corporation launched a campaign to raise funds for the Montréal Science Centre. Financial contributions are used to fund all of the Centre's public programs, including exhibitions. As at March 31, 2004, the Corporation had signed agreements for more than \$11.2 million of donations and sponsorships as follows:

- Donation agreements of \$2.4 million, of which \$338,000 was received in 2003-2004 (\$2.0 million in the four previous years);
- Sponsorship agreements of \$8.8 million, of which \$0.6 million was received in cash in 2003-2004 (\$7.7 million in the four previous years). There were no non-monetary sponsorships in 2003-2004 (\$560,000 in the four previous years).

Sponsorships are included in deferred contributions and recognized on a straight-line basis over four years, which represents the period during which the Corporation provides the related benefits. Non-monetary sponsorships are included in both property, plant and equipment and deferred contributions, and are also recognized on a straight-line basis over four years.

In 2000-2001, the Corporation also signed an advertising sponsorship agreement for \$1.5 million to finance the luminous screen. This sponsorship is also included in deferred contributions and amortized over ten years.

Revenues recorded in 2003-2004 for all these agreements amount to \$2.8 million (\$3.0 million in 2002-2003).

6. Deferred property, plant and equipment financing

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

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

	2004	2003
	<i>(in thousands of dollars)</i>	
Balance, beginning of year	\$ 10,002	\$ 6,738
Parliamentary appropriations received during the year for property, plant and equipment acquisitions and improvements	4,532	4,758
Amortization for the year	(1,709)	(1,494)
Balance, end of year	\$ 12,825	\$ 10,002

7. 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 in Council. The authorized share has been issued in consideration of services rendered.

8. Summary of expenditures by major classifications

	2004	2003
	<i>(in thousands of dollars)</i>	
Salaries and fringe benefits	\$ 11,197	\$ 11,035
Depreciation	3,894	4,468
Advertising	3,181	2,812
Maintenance	2,113	2,889
Taxes, permits and utilities	1,954	1,910
Movie Rental	1,007	1,002
Professionnal fees	959	780
Travel and entertainment expenses	434	472
Exhibitions	404	505
Office expenses	387	452
Telecommunications	331	378
Others	2,838	1,836
	\$ 28,699	\$ 28,539

9. 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 financial data of the Montréal Science Centre Foundation is not consolidated in these financial statements.

The purpose of this non-profit organization is to promote better knowledge and understanding of science and technologies. It must also manage the funds and fundraising activities for the sole benefit of the Montréal Science Centre.

According to the trust arrangement, the Foundation must remit to the Old Port of Montreal Corporation Inc. 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 made no remittance to the Corporation for the financial years ending March 31, 2004 and March 31, 2003, in accordance with the disbursement quota policy, as allowed by the *Income Tax Act*.

The major financial data of the Foundation for the financial year ending December 31, 2003 is as follows:

Montréal Science Centre Foundation

Financial position

	2004	2003
	<i>(in thousands of dollars)</i>	
Total assets	487	88
Total liabilities	373	52
Total net assets	<u>114</u>	<u>36</u>

Operating results

Revenues	104	110
Expenses	26	99
Net results	<u>78</u>	<u>11</u>

Cash flows

Cash from operating activities	422	3
Cash increase	<u>422</u>	<u>3</u>

10. 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.

11. 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 expenditures at the fair value of the assets and services received, estimated to be \$479,500 in 2003-2004 (\$504,000 in 2002-2003).

12. 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, under the same conditions as those concluded with non related parties.

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

a) *Public Works and Government Services Canada (PWGSC)*

PWGSC manages contracts based on the cost-plus method. For the fiscal year ending March 31, 2004, the cost of these contracts totalled \$1,063,000 (\$354,000 in 2003) and is included under the category of work in progress and leasehold improvements. The unpaid balance of these contracts is \$252,000 as of March 31, 2004.

b) *Montreal Port Authority*

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 were \$516,000 for the fiscal year (\$381,000 in 2003) and are included in the territorial management expenditures. The unpaid balance in regards of this agreement is \$27,000 as of March 31, 2004.

13. Contingencies

In the normal course of its activities, the Corporation is either claimant or defendant in a number of claims or lawsuits. Various claims have been filed or lawsuits instituted against the Corporation. In the view of management, the outstanding issues as at March 31, 2004 are of a current nature and do not require a specific provision.

14. Commitments

As at March 31, 2004, operating commitments until 2009 total \$2.5 million (\$3.4 million as at March 31, 2003), primarily for rent, maintenance, leases, advertising contracts and professional services. Property, plant and equipment commitments amount to \$2.3 million (\$0.3 million as at March 31, 2003).

2004-2005:	\$ 3,397,114
2005-2006:	688,824
2006-2007:	524,485
2007-2008:	182,870
2008-2009:	<u>17,599</u>
TOTAL	<u>\$ 4,810,892</u>

15. Comparative figures

Certain 2003 figures were restated to conform to the presentation of the current year.

AML Cruises • Amphi-Bus • Aramark • Arti per Via • Aventure sans fin •
Bateau Mouche • Battle of Atlantic Sunday • Bouquinistes du Saint-
Laurent • Boutique Jacques-Cartier • Café des Éclusiers • Campbell
Concerts • Canada Day Festivities • Cirque du Soleil • Clock Tower •
Crémiers Aramark • Dauphins du St-Laurent • Desjardins • Electric
Taxis • The Food Chain: La Crémère, Queues de Castor and jus
Moozoo, Franx Supreme, Sul posto, Sul posto pizza, Le Taboulé, Tiki
Ming, Revues et cigares du Vieux-Port • Games of the World • Ghost
Trail of Old Montréal • Grands Voyageurs - remote-controlled boats •
Groupe F • Harbour Symphonies • Hellenic Festival • Italian Week • Jet
Saint-Laurent • Labatt Blue • La Chaloupe • Lachine Canal • Lucky Luc -
Service de traîneaux • Lumière magique • Montréal High Lights Festival •
Mosaïcultures internationales Montréal 2003 • Nautibus • Navettes
maritimes du St-Laurent • Nevtours • Océano Massothérapie • Patins
Patins • Pédalocation • Pepsi • Port des Arts de Montréal • Quadricycle •
Restaurant Porto Fiorentino • Saute-Moutons • Service de photographie
Anton • Shed 16 Labyrinth • Silophone • Spa Auto • Stewart Museum •
Summer boutiques: Amberlux, Artisanat Arauco, Autocar Impérial, Bazar
international, AML ticket counter and boutique, Chic accessoires,
Chrono, Formule 1 du Canada, Henné Sutra, Océan Pacifique, Sous le
soleil et la pluie, WW Devises étrangères, Zoomatic junior • Tango libre •
Trapézium • Urban Art Museum • Vélo Aventure • Zap Vieux-Port •
Zoomatic bistro-boutique

Partners of the Old Port of Montréal



Corporate Sponsors



Sponsor of the IMAX® Theatre



Sponsor of La Balade



Sponsor of the Children's Playground

- Saturn

Sponsor of the Port d'Escale

- Vidéotron Ltée

Partners of the Montréal Science Centre: \$29,000,000

- Government Works and Public Services Canada
- Treasury Board
- Economic Development Canada



Principal Founders: \$1,000,000 or more



BOMBARDIER



Associate founders: \$250,000 to \$1,000,000



L'Impériale



Patrons: \$50,000 to \$250,000

- Imperial Tobacco
- Cascades
- Abitibi Consolidated
- Bowaters
- Tembec
- Roayl Bank Financial Group Foundation
- Canadian National
- Canadian Pacific
- Messier-Dowty
- Dessau-Soprin
- Hewlett-Packard (Canada)
- Shire BioChem
- Banque CIBC
- Laurentian Bank
- Banque Nationale du Canada
- Bell Helicopter Textron
- BICC General
- Le Groupe S.M. International
- RSW Engineering Consultants
- Standard Life
- Tecsalt
- Transcontinental

Donors: up to \$50,000

- Sun Life
- CIMA
- Manulife Financial
- Groupe HBA experts-conseils
- Canam Steel work
- Les constructions du St-Laurent
- Quali Métal
- The Birks Family Foundation
- ABB
- ALSTOM POWER Canada
- Fabrimet
- GE Canada
- Pirelli Cables and systems
- SEPSA
- Sico
- Amec
- Vapor Canada
- Arno Électrique
- Transelec
- EBC
- GLR
- Canadian Helicopters
- Phillips-Fitel
- Thiro
- Railtech
- Neilson Excavation
- Atlas Stainless Steels
- Milufab
- Fritz Starber
- GSM Production
- Xerox Canada



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