

The Old Port of Montréal ...
Annual report 2004-2005



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Highlights

Number of Visitors

The number of visitors to the Old Port declined 24% in 2004-2005 as compared to 2003-2004. The summer season was hardest hit with a 30% drop, while attendance numbers during the winter continued to grow for a total increase of 11.6%.

The number of school groups visiting the Montréal Science Centre (MSC) increased by 10.3% compared to 2003-2004.

Programming

A total of 171 days of shows were offered to the people of Canada and to tourists in the Old Port Park during the year.

Canada Day festivities attracted close to 600,000 people. The visits by the Sedna IV sailing ship and the ships of the NATO fleet were greatly appreciated by visitors. Ethno-cultural programming, including the *Montréal International Reggae Festival* and the *Greek Festival*, delighted more than 50,000 visitors at the Jacques-Cartier Pier during the summer months.

Winter programming, which was strengthened with the addition of several major events, including a fireworks show, enabled the Old Port to increase its attendance numbers and the number of visitors enjoying its skating rink.

The Montréal Science Centre has welcomed its three millionth visitor. Its rate of renown has risen from 49% to 58% in 2004-2005.

Two temporary exhibitions, six “expo dossiers” and two major theme events were presented to the public during the year. The MSC inaugurated the *LabUQAM*, which is dedicated to the training of teachers, in collaboration with UQAM.

The MSC is in constant contact with its publics and produced conferences on the planet Mars and the subject of criminalistics, as well as a first citizen’s forum on genomics.

The MSC took part in the Canadian Interactive Network, a virtual experience bringing together seven Canadian institutions and the Canadian Pavilion at the World Exposition in Aichi, Japan.

Effectiveness

A survey conducted between September and December 2004 shows a level of customer satisfaction of 91% for the courtesy and professionalism of staff and 93% for site cleanliness. To continue to maintain this level of satisfaction and provide all the support required by employees to ensure that they provide unique services, the Old Port of Montreal Corporation (OPMC) has undertaken to obtain customer service accreditation by the *Bureau de la normalisation du Québec*.

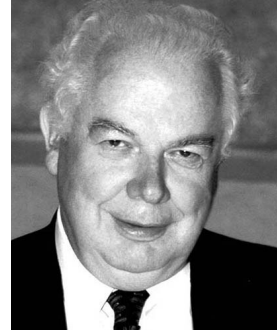
The management team has updated its information technology master plan, has acquired an asset maintenance system and a new ticketing system, and has stabilized its primary information systems.

To boost its business performance, the OPMC has reviewed the fee structure for its products to make it competitive. It has exceeded its revenue objectives despite the costs resulting from the payroll increase.

The OPMC has made substantial efforts to renew its vision and outline a long-term development plan allowing it to ensure its core funding, the preservation of its assets and new projects allowing for the site and its facilities to operate year round. ■

Message from the Chairman of the Board

In 2004-2005, the Corporation made huge strides towards obtaining approval of a renewed vision and its development plan. The initiatives made to obtain core funding and to secure the transfer of assets, for which Public Works and Public Services Canada is the custodian, continued. This work will be completed in 2005-2006. With the approval of its plan, of its recurring base budget and of funds required for the conservation of assets, the Corporation will be able to undertake the work required to operate the site under its responsibility to its full potential and therefore achieve the objectives set by the government in 1981.



Moreover, the Office of the Auditor General of Canada (OAG) performed a special examination for the Corporation this year. The discussions held with OAG's experts and with the consultants assigned to this examination proved to be both productive and constructive. We appreciate the fact that progress has been acknowledged and view the recommendations regarding our systems and practices as suggestions to improve our performance.

The special examination report showed that the Corporation has undergone a number of major changes in the past five years. Its human resources have been reinforced, several of its business processes have been reviewed and the Corporation is continuing in its efforts to produce tools that are tailored to its needs and to implement processes and controls allowing it to generate management information that is essential to improve its performance as a public service and a commercial enterprise. The report stressed that urgent action must be taken and that the Corporation needs to quickly obtain a long-term strategic orientation approved by the government.

On behalf of the Board of Directors and the entire team at the Old Port, I would like to congratulate Ms. Claude Benoit for the honours which she received this year: she was named a Member of the Order of Canada and was awarded the McNeil Medal by the Royal Society of Canada.

It can be said that in the past five years, the team at the Old Port headed by Ms. Benoit has weathered many storms while always continuing on its course. I would like to take this opportunity to thank the employees of the Old Port of Montréal Corporation for all their work. Each person, in his or her own way, has ensured that customers receive quality services and that the Old Port operates effectively.

With its internationally recognized expertise and its ability to listen to its publics and stakeholders, the Old Port of Montréal Corporation is always ready to meet new challenges and carry out its shareholder's mission.

The Chairman of the Board,

A handwritten signature in black ink, appearing to read "Bernard Lamarre". The signature is stylized and written in a cursive-like font.

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

Message from the President and Chief Executive Officer

The year 2004-2005 was one marked by the efficiency and creativity of our employees and managers, who enabled us to maintain a balanced budget and exceed our objectives in spite of a major drop in attendance numbers during the summer period as a result of bad weather.

The work relating to the special examination performed by the Office of the Auditor General of Canada, coupled with that relating to the new internal audit program, allowed us to go through our systems and practices, as well as the Corporation's operations, with a fine tooth comb. The conclusions that were reached are both encouraging and stimulating: we are on the right track and it has been shown that the re-engineering undertaken two years ago is providing the anticipated results.



Studies for the renewal of the Corporation's vision and the consolidation of its development plan have been completed. The Corporation has obtained the support of major stakeholders in the community regarding its plan and its vision for the future. Several projects are ready to be carried out due to contributions made by partners who have already stepped forward. We hope that the efforts to be made in the next few months will provide results and enable us to make the most of the opportunities before us.

Where labour relations are concerned, the projects aimed at improving internal communications, the preparations relating to customer service accreditation and the harmonization of management practices have given a clear signal as to what the Corporation's expectations are and have mobilized its employees. We are very proud of each person's performance; the *joie de vivre* at the Old Port can be seen in their eyes.

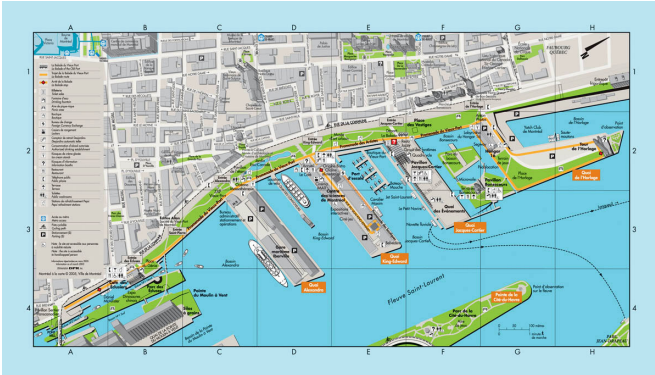
Finally, I would like to personally thank the Corporation's management team. Each and every person worked very hard to ensure efficient operations, to meet special requests and to take the time required to outline our future. I owe each person a great deal.

President and Chief Executive Officer

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

Claude Benoit, C. M.

The OPMC



MANDATE

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

The territory of the Old Port of Montréal, which represents an area of 48 hectares, is 2.5 km long and lies along the St. Lawrence River, bordering on Old Montréal. It has been recognized historically in two ways: the Eastern and Central sectors and part of the Western Sector were recognized in the historic Old Montréal burrough in 1997 and the Western Sector has been a part of the Lachine Canal National Historic Site since 1996. ■

GOVERNING STATUTES

The Old Port of Montréal Corporation (OPMC) is a business corporation incorporated on November 26, 1981 under the *Canada Business Corporations Act*. It is a wholly-owned subsidiary of the Canada Lands Company Limited (CLCL), a Crown corporation registered under Part I of Schedule III of the *Financial Administration Act*. In accordance with Order in Council P. C. 1987-86, the OPMC is subject to certain provisions of the *Financial Administration Act* as if it were a parent Crown corporation, listed in Part 1 of Schedule III, and it

must report to Parliament on its operations through the Minister of State (Infrastructure and Communities), the Honourable John Godfrey. At present, the OPMC fulfills its mandate in the name of, and on behalf of, the Minister of Public Works and Government Services Canada (PWGSC), who holds title to the federal assets and has responsibility for their maintenance and conservation for the benefit of the Crown. ■

MISSION

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

The site is a destination of choice for walking and relaxation for Montrealers and Canadian and foreign tourists alike and offers exceptional vistas of the river and the city as well as distinctive programming for maritime, cultural and outdoor activities. It is the cradle of Canada's industrial history with its significant historical, maritime, and harbour relics. Since the opening of the Montréal Science Centre in 2000, the site has become a destination of choice for school groups and young families, who love to learn about new innovations as well as science and technology. ■

PRODUCTS AND SERVICES

The OPMC provides a number of services to a wide array of customers.

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

The OPMC's mandate is to put in place the basic infrastructures, equipment and services to:

- Satisfy the public's interest;
- Contribute to commercial development by attracting private enterprises;
- Invest in the refitting or construction of certain buildings to allow for the generation of revenues.

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

Administering, Managing, and Maintaining Property

In accordance with its mandate, the OPMC is responsible for ensuring the adequate maintenance of the Park, its land, buildings, equipment and facilities, as well as their conservation and maintenance under the responsibility of PWGSC, the custodian of the assets. Security, maintenance and mechanical services, the development of green space and environmental management services make the Old Port site enjoyable, clean, safe and functional for commercial operations and public attractions. In order to ensure the conservation and protection of the site's architectural and landscape heritage, construction work is carried out regularly to repair and preserve buildings and equipment.

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

The OPMC manages public services such as sanitary and parking facilities, and information kiosks. In order to showcase the site's historical, maritime and harbourfront character, it manages La Balade, the Port d'escale, and locks n° 1 and 2 at the Lachine Canal. During the winter, it operates the only outdoor refrigerated skating rink in Montréal. The OPMC organizes programming for cultural and recreational activities both at the Old Port Park and the Montréal Science Centre, including:

- Holding performances relating to the visual and performing arts;
- Holding events organized by outside producers;
- Developing and presenting permanent and temporary interactive exhibitions in the field of science;
- Developing and presenting cultural and educational activities in the field of science;
- Operating entertainment media: the IMAX® Theatre and the Immersion movie game.

The OPMC's success is ensured by its expertise in this area and its extensive knowledge of its clientele. It works closely with concession holders on the site, who benefit from the attendance generated to operate maritime, sporting and outdoor activities in addition to a variety of restaurant services. The OPMC provides its business partners with security, cleaning and logistical services and performs the controls required to ensure that activities run smoothly. It handles managing the ticketing system for products which it operates directly. It also manages corporate rentals. In order to maximize its resources, it creates opportunities to forge partnerships with private enterprises, national and international museum institutions and other levels of government. ■

SOCIAL RESPONSIBILITY

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

Improve urban living conditions and improve public access to the river

Everyone should have access to the site and be able to circulate freely and easily.

All development should preserve or highlight the exceptional vistas of the site itself, the river, and the city.

All development should reflect real collective needs for which the site is particularly appropriate.

Protect and promote Canadian cultural heritage

The Old Port's significant historical, maritime, and harbour relics should be highlighted.

Contribute to economic development efforts

The Old Port should encourage and support rather than compete against neighbouring areas.

In each of its endeavours, the OPMC is concerned about preserving visual contact with the river. Access to the site, as well as to a large number of activities, is free. The OPMC has adopted a code of conduct to ensure that all employees understand and apply the highest customer service standards.

Through its programming, it helps disseminate the quality and diversity of Canadian culture and Canadian communities and consolidates Montréal's positioning as a "city of knowledge" and a cultural

metropolis. Events are chosen according to the needs of customers and the environment and several criteria serve to guide the OPMC in deciding whether to accept or refuse an activity.

The OPMC is in constant dialogue with the local communities and answers all the questions put before it. There are therefore regular discussions with organizations and institutions in Old Montréal, including the Table de concertation du Vieux-Montréal, the cultural institutions organization and the Association des résidents du Vieux-Montréal. The population of Old Montréal has almost doubled in the past four years and various action has been taken to minimize the impact of the Old Port's activities on residents' daily lives.

The OPMC, which is responsible for managing a unique national heritage, attempts to preserve facilities to the best of its abilities. It is aware of the value of the site's relics and makes appropriate decisions, with the funds available, to ensure their preservation and public safety.

The OPMC is tied to Montréal's historic and downtown quarters and it makes significant contributions to the sector's economic vitality and its extraordinary development in recent years. Due to the increase in attendance numbers, which rose from 2 million to 5 million following the development work carried out in 1992, and then to 7 million since the opening of the Montréal Science Centre, the economic spin-offs generated for the site's concession holders and businesses in Old Montréal are in the millions of dollars with thousands of jobs being created.

Since the opening of the MSC, the OPMC's orientations have come to include the specific objective of teaching young people about science and technology. Due to its involvement in the scientific community, the MSC has become a hub for all players in the education sector and museums, scientific associations and scientists themselves. The OPMC contributes to the knowledge economy by providing effective tools and an ideal meeting place. It works together with organizations that provide assistance to the underprivileged to provide access to the exhibitions. In so doing, the OPMC hopes to play a role in ensuring that each person is able to learn about

science and technology to build a future. It seeks to encourage young people to develop a taste for a career in science so as to train the next generation to meet the challenges facing researchers and companies. ■

ENVIRONMENTAL RESPONSIBILITY

In 2003, the Board of Directors ratified the OPMC's commitment to protect the environment, which reads as follows:

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

With this objective in mind, the Corporation undertakes to:

- Respect legislative and regulatory requirements in effect relating to the environment;
- Constantly improve its effectiveness to increase its environmental performance;
- Prevent pollution.

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

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

Overview for the Year

OPERATING ENVIRONMENT

Planning Framework

The Old Port of Montréal ensures an important federal presence in downtown Montréal and plays a vital role in revitalizing the city's waterfront sector. With its mandate to strengthen and promote this federal presence, the OPMC is well placed to make an active contribution to the New Deal for Cities and Communities unveiled in October 2004. It works actively with the Société du Havre to implement a vision for a dynamic and sustainable urban community. Major players in Montréal consider the Old Port to be a major attraction in the city's cultural offerings and tourist services and a structuring element for Montréal's economic development.

These observations, the recommendations made following the mandate review performed in 2001-2002 and the numerous conclusions drawn following the action taken to approve a long-term strategic vision for the Old Port of Montréal all point to the same conclusion: the Old Port of Montréal must pursue its mission, its facilities must be protected and a new development phase must be implemented.

To do all this, the OPMC must have the resources required to carry out its programs and a long-term vision must be approved by the government. The OPMC carried out its mandate professionally for yet another year with an unstable planning framework and a transitional budget. The delays in defining the OPMC's long-term strategic orientation affected its ability to make commitments and effective decisions. However, it managed to take the most appropriate action in the circumstances.

Due to limited funds, only essential work relating to public health and safety, which is the responsibility of PWGSC, has been carried out. The OPMC is continuing to keep a close eye on the condition of the facilities which it manages and seeks to identify priorities to be addressed with the resources available in cooperation with PWGSC.

The Community

There is a great deal of activity in the sectors surrounding the Old Port of Montréal. In 2004, the Société du Havre submitted the major thrusts of its harbourfront development plan, in which the primary objective is to bring the city closer to the river by reappropriating riverfront and urban space and ensuring sustainable development. In November 2004, the city of Montréal adopted its *Master Plan*. In addition, public consultations were held regarding the *Economic Development Action Plan*, the *Cultural Development Policy* and the *Heritage Policy*. The OPMC submitted briefs to encourage the city in its action plans. Tourisme Montréal makes the city's positioning as a cultural metropolis a pivotal part of all action that it takes. The Société de développement commercial du Vieux-Montréal, the Bureau de promotion et de mise en valeur du Vieux-Montréal and the Table de concertation du Vieux-Montréal are increasingly taking concerted action to sustain development in the old quarter.

The Old Port's site is key for all of these stakeholders and there are many expectations regarding its role in ensuring project success.

Economic Conditions

There was, on average, a 13.7% drop in attendance at Montréal's tourist attractions in 2004 compared to 2003. This situation is partly attributable to bad weather, with particularly difficult conditions in July when 139.4 mm of rain fell compared to 55 mm in July 2003. The OPMC itself was affected since its performance in terms of attendance for the 2004 summer season dropped 30%. The rise of the Canadian dollar, which prompted local and regional clientele to go abroad, is another factor to consider. In fact, the number of trips abroad by Canadians increased 12% in the second quarter and 1.8% in the third quarter compared to the same periods in 2003.

Montréal has an abundance of attractions and there is a great deal of competition for attendance. For example, where free cultural activities are concerned, in 2004 the Francofolies de Montréal held 150 free shows while the Festival International de Jazz de Montréal presented close to 350. As for equipment, the new and very innovative Cité des arts du cirque (Tohu), which opened in 2004, will be yet another Montréal attraction to consider. In addition, a refrigerated skating rink on Mount-Royal is expected to open in the winter of 2005-2006.

Clienteles

An extensive study to be carried out over a one-year period between September 2004 and August 2005 was launched in the fall. The results will provide monthly customer data for the first time to allow for marketing strategies to be adjusted. The preliminary results of surveys conducted between September and December show that tourists and same-day visitors account for 35% of the Old Port's attendance during this period of the year. This is new information for the OPMC that will allow it to implement specific strategies to serve this clientele. The study also shows that most visits in the fall were as a couple or with friends, whereas the Old Port traditionally attracted families. Finally, for this same period 74.7% of people living within an 80 km radius around Montréal know of the Old Port site. ■

PERFORMANCE ASSESSMENT

The OPMC's performance objectives as set out in its 2004-05 Corporate Plan are grouped together under four key sectors of activity.

Sector: Production and Delivery of Activities

Performance Summary

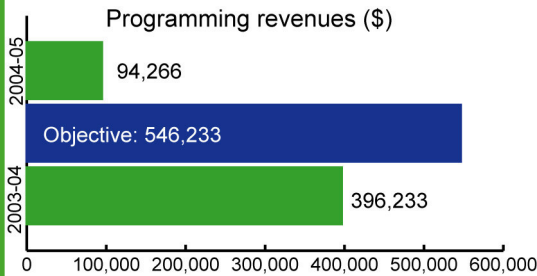
OBJECTIVE: PROMOTE THE ARTS AND CANADA'S CULTURAL DIVERSITY

<input checked="" type="checkbox"/>	Achieved
<input type="checkbox"/>	Achieved in part
<input type="checkbox"/>	Postponed
<input type="checkbox"/>	Not achieved

TARGETED RESULTS

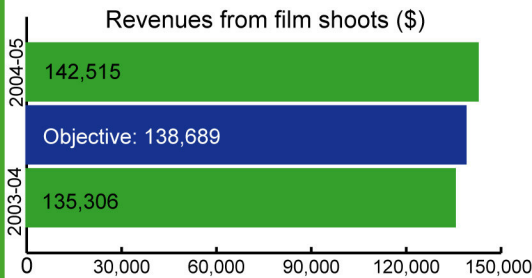
- Obtain \$150,000 in additional revenues for cultural and leisure programming, excluding revenues from products and services
- Generate a 2.5% increase in revenues from film shoots
- Obtain \$150,000 or more in sponsorships, donations and grants from the various levels of government for programming and services at the Old Port Park

ACHIEVEMENTS

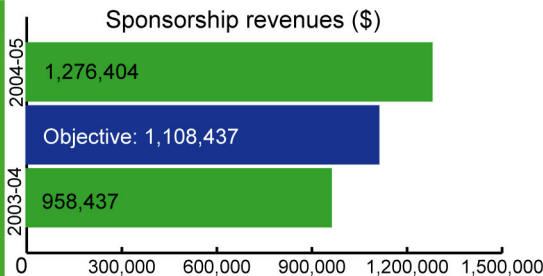


Objective 17.2% achieved

Revenues from cultural and leisure programming may fluctuate according to the projects being offered by event producers, since the OPMC does not have the resources required to produce events. In 2003, the OPMC hosted the Cirque du Soleil and the Mosaïcultures, both of which generated substantial revenues. No major event was held in the summer of 2004 in spite of several initiatives taken with potential event producers.

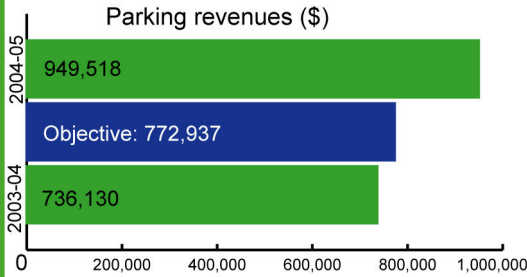


Achievement: objective exceeded by 17.74%.



Achievement: objective exceeded by 15%.

✓ 5% increase in parking revenues during the low season in 2004-2005 (October to March)



Achievement: objective exceeded by 22.8%.

① Three new packages developed

Packages already exist with all promoters and concession holders. Since no new promoters were added in 2004-2005, it was not possible to develop any new packages.

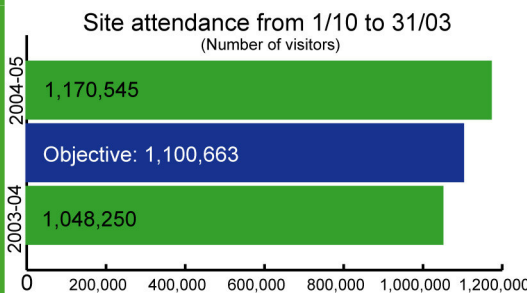
① Ethno-cultural programming representing a critical mass of 50 days for shows per summer/year between now and 2006

The *Italian Week* and *Matsuri Japan* were programmed but were cancelled by producers at the last minute in the summer for financial and technical reasons. Out of the total of 125 days for shows available between May and September 2004, only 44 days for shows were actually held for ethno-cultural programming compared to the 50 that were planned.

✓ Develop three new products for the low season between now and 2008

Three new products were added for the winter season: *The Ice Cup*, *Winter's Finally Here!*, and *Terrasses Bonsecours*.

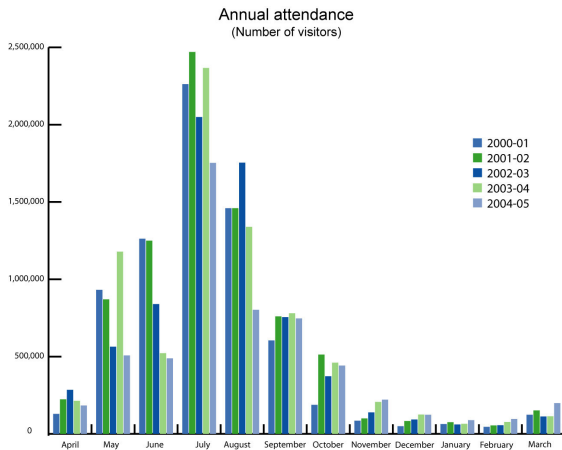
✓ Increase the number of visitors to the site by 5% during low season



Achievement: objective exceeded by 6.3%.

Operating Report

The total number of visitors to the Old Port for the year was at its lowest level since 2000, with 5,652,000 visitors.



This decline is essentially attributable to bad weather in July and August and the lack of a major event during the summer months.

However, efforts to increase attendance during the winter have continued and show a slight increase.

Creating the Event

The Old Port Park offered visitors 43 events during the 2004 summer season. Since it does not have the opportunity to present major productions, the OPMC opted for innovative initiatives and decided to position its programming in new niches. The *Montréal International Reggae Festival*, which was held at the Old Port for the first time, attracted close to 27,000 music lovers. The *Montréal Baroque Festival*, which presented a completely different type of music, presented early music concerts. In a desire to link itself with Montréal's cultural events calendar, the OPMC hosted the final show of the *Francofolies de Montréal*. Two new events were held as well: the *Escales Improbables de Montréal*, an avant-garde event for the arts, and the *Children's international cultural encounter*, a theatre festival, generated attendance numbers that were lower than expected. Promoters decided to continue

the experience for another year, focussing activities in a better-defined sector and making a number of improvements to technical equipment, big tops and packages to make them more attractive to families. The OPMC supports these decisions since these performances are perfectly in line with the niches which it would like to develop to support innovativeness and disseminate national and international cultures.



As is the case every year, the *The Old Port Celebrations* kicked off the summer season. Targeted communications owing to the combined efforts with the Semaine québécoise des familles helped attract close to 100,000 visitors to the programmed activities. Once again, *Canada Day* celebrations were a real success, attracting approximately 600,000 visitors during the four days of activities. On July 1st, the crowds came out to see Annie Brocoli, France D'Amour and Kevin Parent on the Jacques-Cartier Pier. The next day, Édith Butler, Roch Voisine and others

took over to celebrate the 400th anniversary of the founding of Acadia. Bonsecours Island took on a 17th century look for the occasion with a number of historical activities.

Several other events returned to please all the different clienteles. For the third consecutive year, the works of 175 artists, artisans and designers from all over Canada were presented under the big top as part of the *One-of-a-Kind Festival*. Unfortunately, the promoter put an end to the activities for this festival, which will therefore not be returning in the future, citing the high cost of producing the event.



The second edition of the *Greek Festival*, which celebrates the richness of Greek culture, attracted more than 26,000 visitors to the Jacques-Cartier Pier during fifteen days of activities. For three weeks, the *Bouquinistes du Saint-Laurent* made book lovers happy. Movie lovers had the opportunity to see the best productions of the year, including Canadian box office hits *the Barbaric Invasions (Invasions Barbares)* and *Seducing Dr. Lewis (La Grande Séduction)* on the Labatt Blue giant outdoor screen.



Before beginning the winter season, families were received on Bonsecours Island for the Halloween weekend for an adventure filled with games and shows. This year, the winter season was kicked off in Old Montréal with the *Les Féeries de Noël*, an event organized by the Société de Développement commercial du Vieux-Montréal, which included all the activities available in Montréal's historic quarter during the holiday period. This initiative allowed for communication efforts to be focused and the activities organized each weekend in December had an impact on the number of visitors at activities and businesses in the area.



Christmas fireworks were held for the first time at the Old Port to highlight the opening of the skating rink. The following week, the public was invited to attend a completely new event, *Winter's Finally Here!*, which

promotes outdoor sports activities. Organized in collaboration with Bougex.com, several new activities were held as part of this very distinctive event for programming generally offered at this time of year. For the first time in Montréal, snow guns worked at full capacity to cover Bonsecours Island



under a magnificent carpet of snow. The *Québec Ice Hotel* set up its ice bar where participants could enjoy a drink before plunging into outdoor Nordic spas. This collaboration was taken up again in February

as part of the *Nuit blanche* of the *Montréal High Light Festival*, during which 5,000 visitors took part in several outdoor sports activities, such as aerobics, badminton, and soccer on snow. The new partnership put in place with Bougex.com also helped attract a new type of clientele, since the organization has more than 55,000 members in Québec who are outdoor activity and sports enthusiasts.

Holding Events

The recent acquisition of a retractable stage, sponsored by Labatt, helped improve the conditions for holding free shows. Recurring events, such as the *Concerts Campbell*, tango lessons and events at the Stewart Museum, were able to use the stage on close to 30 different occasions to the delight of visitors. *Salsafolie*, an event presented each Sunday during the summer, attracted approximately 11,000 dance lovers. The activities offered by the OPMC were completed this year by those offered by a new restaurant concession holder, the *Terrasses Bonsecours*, which developed programming for comedy, improv, movie and jazz lovers as well as children's shows.



Due to the public's interest in visiting ships, the OPMC strengthened its capacity to quickly welcome vessels that are available. Two exceptional opportunities were extremely successful.

In June 2004, the *Sedna IV*, a large three-masted 51-metre Canadian vessel, stopped at the Old Port following an expedition off the coast of Iceland and Greenland in 2003. The public was welcomed on board to learn about the workings of this unique sailing ship and to find out more about its educational missions. At the



end of October 2004, six NATO ships arrived at the Old Port for a five-day courtesy visit. They were visited by close to 13,500 people.

Sailing on the River



The best view of Montréal is from the water. All types of river cruises depart from the Old Port each day. In 2004, maritime concession holders continued to offer a variety of complementary services.

The *Dauphins du St-Laurent* unfortunately had to stop operating at the end of the season after Transport Canada began applying stricter regulations, reducing the number of trips that could be made by this type of high-speed boat.

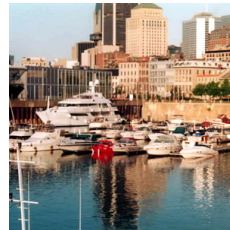
An environmental initiative in this sector is worth noting: cruise companies took part in a project to demonstrate the viability of biodiesel as a source of fuel for cruisers. The BioMer project, which was funded by the government of Canada, and a participation of the government of Québec, involved providing the 12 participating boats with pure biodiesel produced using recycled commercial cooking oil. According to the results of this project, this initiative helped reduce CO2 emissions by 593 tons for the duration of the project. However, this experience will not be repeated since participants were put off by the higher costs.

Enjoying Outdoor Activities

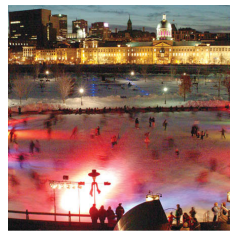


During the summer season, La Balade, the Port d'escalpe and the locks operated by the OPMC are all opportunities for visitors to savour the exceptional views of the river and take

in the port's maritime feeling. During the summer of 2004, the uncertain weather did not discourage the 30,000 visitors who used La Balade. The automated guided tour made this a more value-added product in terms of the heritage message and also enabled the OPMC to maximize its resources. Although the Port d'escalpe saw quite a marked drop in its number



of visitors in August, it very successfully caught up for the summer as a whole. Due to the growing size of pleasure craft, the OPMC reviewed its fee schedule for the Port d'Escalpe to adapt to the new vessels.



During the winter season, the major outdoor attraction at the Old Port is undoubtedly the skating rink. The 16% increase in its number of visitors for 2004-2005 is attributable to

various factors, such as events programming, daily theme activities, incentive rates for parking and the weather.

Some 30 concession holders renting out equipment and operating restaurant facilities, boutiques and recreational activities have added attractive commercial offerings for entertainment, walking and shopping lovers. In 2004-2005, the decrease in attendance numbers had a negative impact on our concession holders' revenues.



The OPMC now has two new concession holders: the *Segway* product, an innovative vehicle that moves according to the driver's change in position, and the *Terrasses*

Bonsecours, a *bar-terrasse* concept complete with artistic programming.

Outlook for the Future

Due to the flourishing marine tourism industry and recent studies which show that there is a lack of space in marinas to accommodate boaters in the immediate region surrounding Montréal, the OPMC issued a request for proposals during the year to build a marina in the Clock Tower Basin. The developer chosen hopes to begin work in 2005 when the necessary funding is obtained. This new marina, which is welcomed by Montréal's recreational tourism community, would add more than 200 dock spaces for long-term stays and position the Old Port as Montréal's boating centre.

A survey conducted in the winter revealed that 41% of tourists visiting the site expect to discover a historic site. A total of 75% of people questioned expressed an interest in historic or heritage-related theme events. In 2004-2005, the OPMC set to work to carry out a strategic plan with action that could be taken in the short term with the resources that were available. Of course, implementation of the entire plan hinges upon the orientations to be provided to the OPMC by the government of Canada with respect to its development plan.

In 2005-2006, the creation of a vice-president position for the Old Port Park department will help position the Old Port Park's offerings at the same level as those provided by the MSC. The exercise to define the brand has begun to pinpoint the Park's mission and attributes and to provide a clear direction for programming, communications and business development efforts.

OBJECTIVE: PROMOTE SCIENTIFIC AND TECHNOLOGICAL LITERACY

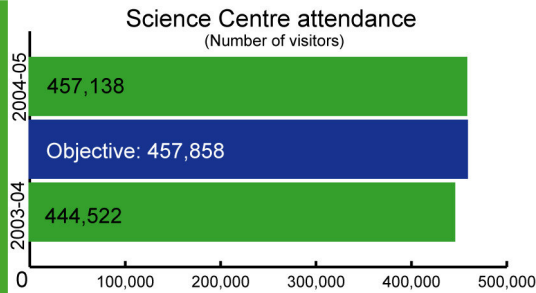
- ☑ Achieved
- ↔ Achieved in part
- Postponed
- ⓘ Not achieved

- TARGETED RESULTS**
- ☑ *Develop concepts and product scenarios for the renewal of the MSC's programming in 2007*
 - ☑ *Develop the "science pedagogy lab" for teachers*
 - ⓘ *Increase the MSC's overall attendance by an average of 3% annually*
 - ☑ *Increase the average annual attendance of school groups by 7%*
 - ☑ *Increase the number of group visits to the hall for small children by 5%*
 - ☑ *Become known to 38% of the population*

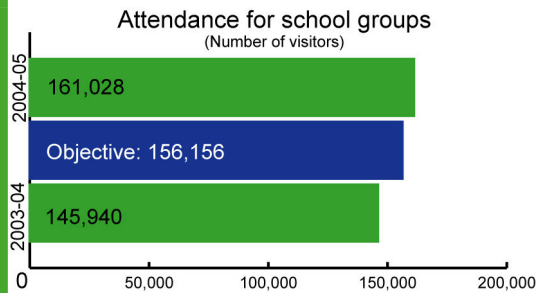
ACHIEVEMENTS

The development and modelling phase is now complete.

The LabUQAM opened in September 2004 to help train trainers, who have very few tools at their disposal in the ever-changing world of technology.



Objective was 99.84% achieved



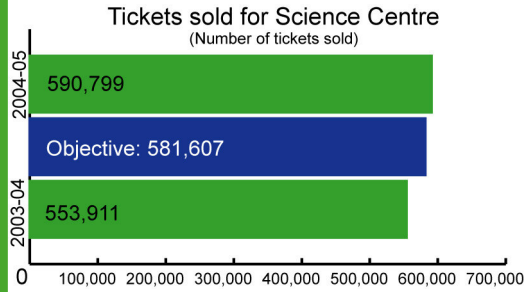
Objective exceeded by 3.1%

The number of school groups increased substantially in proportions that were greater than expected due to the continual adaptation of content and, in the long term, should encourage young people to develop a taste for a career in the fields of science and technology.

It was not possible to determine the number of visits to Dynamo's Lair due to the limitations of the access control system currently being used.

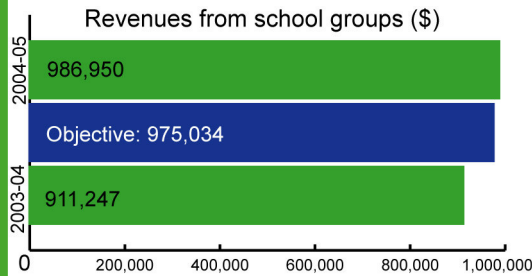
The Montréal Science Centre has continued to gain notoriety, reaching a level of 58% compared to 49% in 2003-2004.

- ☑ Increase the MSC's ticket sales by an average of 5% annually



Objective exceeded by 1.6%.

- ☑ Increase revenues from school groups by an average of 7% annually



Objective exceeded by 1.2%.

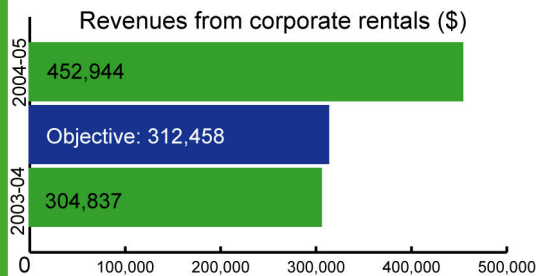
- ☑ Based on results for 2003-2004, obtain a sponsorship for \$50,000 or more for MSC programming

Sponsorships totalling \$330,000 were received for MSC programming.

- ⓘ Obtain \$150,000 in donations and grants from all levels of government for MSC programming

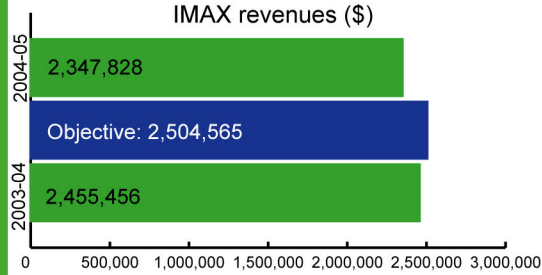
No program developed in 2004-2005 satisfied the criteria for applying the subsidy programs in effect.

- ☑ Increase revenues from corporate rentals by an average of 2.5% annually



Objective exceeded by 44.9%.

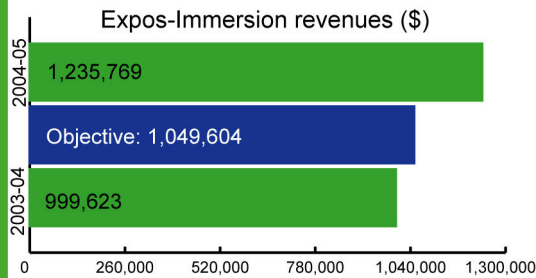
① Increase IMAX® revenues by an average of 2% annually



Objective was 93.7% achieved.

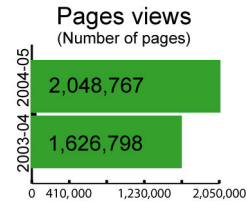
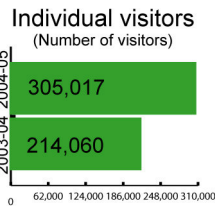
The 2004 summer program had a lacklustre success. However, the 2004/2005 fall/winter programming made it possible to make up for a good part of the accumulated shortfall without overcoming it entirely.

☑ Increase revenues from Expos + Immersion by an average of 5% annually

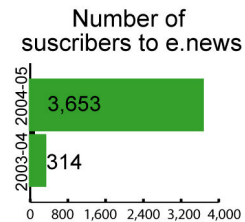
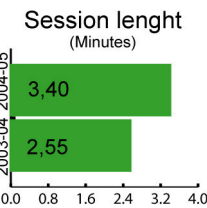


Objective exceeded by 17.73%.

☑ Increase the number of individual visitors, page-views and average session length for the MSC's web site in 2004-2005



☑ Increase the number of subscribers to e.news



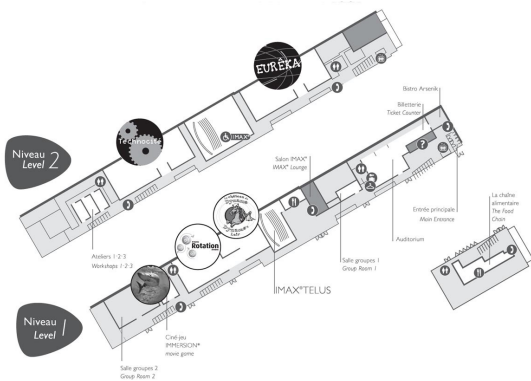
☑ Deliver a WEB site on medicolegal science

☑ Co-produce the "La science enquête" exhibition

The MSC's Web site continued to grow in popularity compared to objectives. The increase in session length is the best indicator of Internet users' interest in the site, as is confirmed by the explosion in the number of subscribers to e.news. The microsite on medicolegal science put on-line in November 2004 in support of the *Autopsy of a Murder* exhibition (the final name of the "La science enquête" project) alone generated close to 5,000 visits.

Operating Report

The success achieved according to the objectives is very encouraging in terms of the MSC's mission with respect to the community. The excellent programming, which includes permanent and temporary exhibitions, cultural and educational activities, entertainment products and a variety of services to complete the offerings, as well as the recognition of the MSC's role in the community, explains these significant results. The communication strategies and activities also served to create a strong brand image for the MSC and allowed for the centre's clientele to be targeted effectively.



Stimulate an Interest in Science and Technology

In addition to its permanent exhibitions, Technocity and Eureka!, the MSC offers the public temporary exhibitions which are renewed annually, "expo dossiers," as well as theme days, weeks and weekends.

The temporary exhibition entitled *Sleep from A to Zzz*, which opened on December 12, 2003, closed on September 13, 2004. More than 157,000 visitors learned about the numerous facets of sleep. On October 16, 2004, *Autopsy of a Murder*, an exhibition which showed visitors the role played by science and technology in solving a criminal investigation, opened and has been a resounding success. This exhibition is remarkable for several reasons:

- It was developed by way of a very innovative partnership between the MSC, the Museum of Civilization in Québec City and the Canada

- Science and Technology Museum in Ottawa. Each of the institutions made a commitment to develop an exhibition which will be presented in all three institutions. This is why *Autopsy of a Murder* moved to Québec City in April 2005 and will make its way to Ottawa in the fall of 2006. In 2007, the MSC will receive *The Odyssey of Light*, which was produced by the Museum of Civilization and then the exhibition produced by the museum in Ottawa.
- The exhibition was developed entirely by the MSC's own team of experts. In the past four years, exhibitions have been produced as part of "turnkey" contracts supervised by the MSC. During this period, the needs and behaviours of this young institution's clientele, as well as the strengths and weaknesses of each of the exhibitions, were analyzed and detailed. Exhibition developers were therefore able to more specifically hone their expertise in accordance with the MSC's product, which has now been specifically defined. It is this control which enabled the MSC to achieve a very high level of quality for this exhibition.

- It benefited from the expertise of many specialists, including Christyne Brouillet, a well-known Québec author, who wrote the scenario for the exhibition, the Laboratoire des sciences judiciaires et de médecine légale du Québec, the Sûreté du Québec and the Royal Canadian Mounted Police.

- The OPMC innovatively made this exhibition known, launching a striking, bold and original advertising campaign. In fact, the communication plan was awarded the *Prix Equinoxes* from the



Société des relationnistes du Québec for the integrated communications program category.

- o More than 111,000 people attended the exhibition in less than six months.
- o Several complementary activities grouped together under *Crime Theatre* were presented on every third Sunday of the month to allow visitors to build upon their experience.

Two major theme events were held: the 2005 *Robofollies* continued to perform well, with 32,099 tickets sold during the week. This event now has an international reputation since it prompted the holding of an international forum that was visited by more than 1,000 people in six days via a specialized Web site on robots held live via a webcam.



Unplugged!, which was produced in cooperation with Hydro-Québec, allowed visitors to discover ways to reduce their daily energy consumption. To complement the offerings, six “expo dossiers” were presented during the year, including the *The GEEE! in Genome*, which was received from the Canadian Museum of Nature in Ottawa.



All of the MSC’s programming is supported by various communications strategies and the MSC’s Web site is an important part of these strategies. The site was launched in February 2004 and the effects of the energy devoted to creating the site were really felt in 2004-2005. Compared to 2003-2004, 42% of new visitors navigated on the site, viewing more than two million pages, i.e, almost 43% more than hoped for. The Internet has become a basic tool for the type of clientele being targeted by the MSC, either to plan outings, do research for school work or take part in leisure activities. The OPMC therefore created a site that could satisfy the general public but included specific visuals for young people and teachers. Studies have shown that teachers still prefer hard copy with the content broadcast on the Internet providing support when

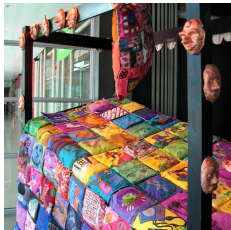
the type of visit has been established. However, the Internet is the best way to reach young people, as is evidenced by regular participation in contests held over the Net.

In 2004-2005, the MSC put two specific microsites on-line in connection with its temporary exhibitions: *an interactive file on criminalistics* developed as part of the *Autopsy of a Murder* exhibition enabling people to discover the science and technology underlying any criminal investigation (e.g. laboratories, experts and techniques) as well as pioneers in the field and the presentation of famous cases that were solved due to their work. In connection with *Unplugged!*, a microsite with the same name allows participants to explore an uncanny home where the occupants use up too much energy and free them from the grasp of the *Terrawattus Energivorus*. This site was awarded the 2005 *New Voice Digifest*, whose objective is to encourage excellence in interactive multimedia design, due to the originality and effectiveness of the design used to showcase the contents of this exceptional site. This prize is awarded to productions judged to “make a sustainable economic, social and cultural contribution to Canadian society”. The site was also chosen among 3,000 participants from around the world to receive the silver medal at the 2005 *Summit Creative Awards*.

Training the Next Generation

In order to renew, support and revitalize the teaching of science, the MSC offers educational programs to primary and high school students. The school clientele represents 35% of the MSC’s total clientele. To adapt to their needs, the MSC diversified its product line this year and focused its educational programs to improve the visitor’s experience. School programs are held in workshops that have been especially set up and are no longer directly linked with the exhibition halls. To complete the offerings, new supervised activities are held in the exhibition halls and take various forms, such as an exploration game, a rallye and an investigative game. Students participate more in the discovery and learning process and are always supervised. In

addition, integrating an internal education and training expert into the team allows personnel to receive ongoing training. Teachers are informed of these various programs via information brochures sent to them personally and are supported in their participation with preparatory materials that can be downloaded from the Web site.



Several partnerships were forged directly with schools: the MSC is continuing to participate in the *Soutenir l'école montréalaise* program, which promotes accessibility to cultural institutions for schools considered underprivileged.



Thus, the *Dreaming in 3D* exhibit completed the sleep exhibition with the presentation of art work done by students. In connection with the 2005 *Robofolies*, 12 primary and high schools were invited to create *Aibo's Robotic City*, a miniature city designed and built by students and including working robots that were completely built and



programmed by each class. A video showing the various steps in this creative process is available at www.montrealsciencecentre.com/en/activites/activites_archives.htm. Due to a sponsorship obtained by the OPMC, robot parts supplied by Fischertechnik were provided to underprivileged schools at no cost so that the students in these schools could take part in this captivating activity. The students made their robots work themselves during the event.

Due to the MSC's reputation and its competencies in the area of education, it received a large philanthropic donation from the Trottier Family Foundation through the Montréal Science Centre Foundation. This is exceptional coordination since Lorne Trottier personifies the MSC's intrinsic mission. As a young boy, he developed a passion

for science which eventually led him to study electrical engineering at McGill University. Now at the head of a major electronic components manufacturer, Mr. Trottier would like to give children in all spheres of society the chance to develop a taste for science and technology. Since he, himself, has a humble background, he prefers programs aimed at students in underprivileged families. The donation received will enable the MSC to welcome several thousand children who otherwise would not have the opportunity to visit the Science Centre, each year for five years. The MSC truly hopes that one of these children will develop the passion which drove Mr. Trottier in this field of endeavour.

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Training Trainers



On November 17, 2004, the OPMC and UQAM inaugurated the Montréal Science Centre's LabUQAM. Built by the OPMC, this first *in vivo* university training laboratory, which opened in



September 2004, is a response to the problem relating to the teaching of science. It is a unique location for initial and ongoing training for teachers

and students learning about the teaching of science and technology. Users of the facilities have numerous opportunities to put theory into practice either via activities that are proposed or by observing the many groups of primary and high school students present. This achievement is part of a broader cooperation in the form of a cooperative framework agreement on the presentation and promotion of teaching and learning in the fields of science and technology. It is a unique initiative in North America.

Exchanging Ideas

In 2004-2005 a new type of forum was created to allow the public to discuss ideas with members of the scientific community: conferences organized as part of themes related to exhibitions allowed visitors

to meet with sleep, criminalistics, Canadian space agency and genomics specialists and, especially, to speak with them directly. Some events were so successful that even additional evenings were sold out. Kathy Reichs, forensic anthropologist and famous crime writer, among others, was a great success. The organization of the first citizens' forum on genomics, produced in collaboration with Génome Québec, Genome Canada and the Groupe de recherche en bioéthique (GREB), allowed a large number of scientists to meet and the public was given the opportunity to discuss current issues with them.

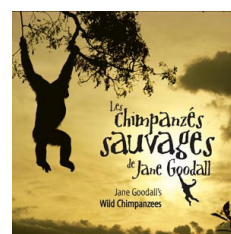
Broadening the MSC's Reach

The MSC's role in the national and international scientific community has strengthened from year to year. The MSC has become the host of key scientific events. Last June, it presented the provincial finals for the Défi Génie inventif and the best inventors in Québec high schools battled for the top prize. It was a partner in hosting the Gala of the World Congress of Science Journalists during which the *Ig Nobel* prizes were awarded, for the first time in Canada, whereas this event is traditionally held at Harvard University in the United States. The Giant Screen Theater Association (GSTA) convention was held for four days last September bringing together more than 600 international giant screen film specialists from 26 different countries. This first convention organized by the OPMC was a resounding success, both in terms of technical performance and the quality of facilities, the professionalism and innovativeness of staff and the level of satisfaction of participants and the resulting impacts for Montréal's tourism industry.

The MSC took part in the Canadian interactive network, an exciting interactive virtual experience, together with six other scientific institutions in connection with the world exposition being held in Aichi, Japan in 2005. The project consists in setting up multimedia modules in participating institutions as well as in the Canadian Pavilion in Aichi. These modules, called *Cyberexplorers*, will enable the public to virtually visit uncommon environments, to

take part in individual and joint pursuits and to hold discussions. The MSC's virtual space will be visited by many different people, including children, students, families, adult visitors, as well as in a wide array of contexts, such as the Canadian Pavilion in Japan, classrooms, museums, and the Internet. Moreover, MSC visitors can virtually visit the Canadian Pavilion in Aichi and Japanese visitors can visit a virtual Canada created for the occasion. This project was the subject of a Canada-wide media event organized by each of the institutions involved. The press coverage in Montréal was exemplary.

Given the MSC's expertise, it is able to increasingly work together with a large number of recognized institutions. Many of its achievements in 2004-2005 involved the Université de Montréal, UQAM, the Université de Sherbrooke, the École de technologie supérieure, Collège Ahuntsic, Génome Québec, and the Conseil du loisir scientifique. Other signs point to the fact that this expertise is increasingly being recognized. For example, foreign delegations have met at the MSC, there is direct contact with specialists who want to present their projects to the MSC and the number of questions received directly from the public regarding preparations for scientific projects or possible careers in the fields of science and technology has grown significantly.



Providing Entertainment

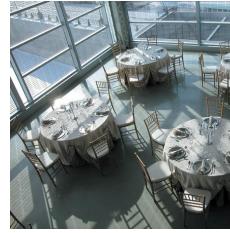
The MSC's expertise has not waned with respect to the IMAX® Theatre, which is considered one of the top three 3D theatres in the world and one of the top 10 IMAX® theatres in terms of revenues. A number of films were presented during the year, such as *Bugs!* in 3D, *Roar: Lions of the Kalahari*, *Forces of Nature*, *The Haunted Castle* in 3D, *Santa VS. the Snowman* in 3D, and *Jane Goodall's Wild Chimpanzees*. The OPMC chose the best possible films in spite of the reduced offerings for the giant screen format. Attendance and

revenue objectives were not met for the entire year, although it was possible to partly make up for the marked decline during the summer of 2004.

The IMAX® hall was refitted during the year to improve the visitor's experience. In addition, certain parts of the Theatre's sound system, dating back to 1988, were scheduled for replacement during the year. Due to its renown and the recognition of its teams on the market, the MSC's IMAX® Theatre was the first one in the world to obtain a revolutionary system of high speakers and amplifiers developed by IMAX® Corporation. This new and more powerful product, which is easier to maintain, will allow visitors to enjoy 36,000 watts of power, a total experience. In addition, since December 2004 a special radio frequency has enabled the hearing impaired to use an adapted listening system. The MSC's IMAX® Theatre is already a reference in the world of visual post-production and it has therefore become a reference on the market for its entire performance.

Some thirty MSC concessions, boutiques and restaurants complete the offerings available to MSC and Old Port Park visitors due to their central positioning on the King-Edward Pier. In 2004-2005, the concession holder operating a family restaurant was replaced for the summer of 2004 by a temporary concession holder to meet visitors' needs while an agreement with a new concession holder which set up on a longer-term basis on December 1, 2004, was being finalized. Since the lease for the bistro boutique expires in May 2005, the necessary steps have been taken to ensure its replacement. At the same time, the OPMC benefited from the opportunity to change how space for this concession holder is used. Work was therefore carried out to set up a new bistro across the main hall and management is currently being sought for the boutique, which will be located closer to the IMAX® Theatre to better meet customers' needs.

The MSC has several halls available for corporate rentals. For 2004-2005, results for corporate rentals increased significantly. However, it is the quality of



the events hosted, and not just the financial performance, that warrants mention. The excellent quality of the halls and the services provided now make the MSC a formidable competitor on the corporate rentals market.

Outlook for the Future

Along with the activities presented in 2004-2005, the MSC's team prepared the *X-treme Rotation* exhibition, which opened on April 28, 2005 and will continue until March 2006. This exhibition, which is based on the principles of rotation and how they are employed, was produced directly by the MSC. In collaboration with the Canadian Museum of Nature, the MSC was involved in scriptwriting for a new exhibition to be presented in 2006: *Mammoths and Other Ice Age Mammals*. Preparations have begun to host the convention of the Canadian Association of Science Centres in June 2005. It is important to highlight the major contribution made by the MSC's programming committee, whose expertise is a determining factor in selecting programs.

For 2007, when permanent exhibitions will be renewed, resources have been focused on developing the concept. Themes have been confirmed with the public and final adjustments are being made before production and construction begin. The fund-raising campaign carried out in collaboration with the Montréal Science Centre Foundation was as successful as in 2000. Once again, the OPMC will be able to fund the renewal of its permanent exhibitions with donations and sponsorships from private partners.

The marketing plan recently submitted orients the MSC's communication efforts to 9-15 year olds. Several strategies will be put in place to attract this clientele in particular.

In terms of layout, the space otherwise reserved for the bistro/boutique will now be used for two workshops in 2005/2006 and an auditorium in 2006/2007 to meet the growing demand from school groups.

Managing and Developing the Old Port Park

Performance Summary

OBJECTIVE: PROMOTE THE MARITIME AND HARBOURFRONT CHARACTER OF THE SITE'S ARCHEOLOGICAL AND HISTORICAL HERITAGE

- | | |
|-------------------------------------|------------------|
| <input checked="" type="checkbox"/> | Achieved |
| <input type="checkbox"/> | Achieved in part |
| <input type="checkbox"/> | Postponed |
| <input type="checkbox"/> | Not achieved |

TARGETED RESULTS

Produce the program to showcase Canadian heritage in accordance with the orientations identified and the conclusions in the development master plan

Carry out phase 1 of the work to restore the Daniel McAllister tugboat

ACHIEVEMENTS

The OPMC carried out a program to showcase Canadian heritage in accordance with the conclusions drawn in the development master plan in 2003-2004 and adapted to reflect the comments made as a vision for the Old Port of Montréal's development was set down for the coming years. The program will be implemented in accordance with the government's decisions regarding the Old Port's long-term orientations.

Given its limited resources, the OPMC has still not been able to carry out the work to restore the Daniel McAllister tugboat.

OBJECTIVE: ENCOURAGE REST AND RELAXATION

TARGETED RESULTS

Make repairs to sanitary facilities

Reduce the number of claims for vehicle damage

Reduce user dissatisfaction regarding parking facilities

ACHIEVEMENTS

The program to make repairs to sanitary facilities has been carried out. Work has been completed at approximately 80% of facilities, in particular at the Port d'Escale, the Belvedere and the Pond Pavilion.

In 2003-2004, the OPMC took a number of steps to improve operations at its parking facilities, in particular to facilitate use. An expert joined the parking department in May 2004 to make appropriate and timely adjustments and repairs to equipment. The result was a reduction in waiting time for work, a reduction in vehicle damage due to systematic corrective action and a decrease in maintenance costs. The rate of user satisfaction has also increased substantially.

Performance Summary

OBJECTIVE: PROTECT INFRASTRUCTURES, LAND, BUILDINGS, AND EQUIPMENT

- ☑ Achieved
- ↔ Achieved in part
- ¹ Postponed
- ⓘ Not achieved

TARGETED RESULTS
↔ <i>Complete development, begin implementation and a year 1 assessment of the asset preventive maintenance program</i>
→ ¹ <i>Develop a data base on damage to infrastructures, buildings and equipment in 2004-2005</i>
☑ <i>Provide PWGSC with the list of priority health and safety-related work agreed upon with it</i>
→ ¹ <i>Carry out work to the Clock Tower Pier under the responsibility of the Corporation</i>
☑ <i>Ensure the performance and follow-up of leasehold improvements to the Alexandra Pier as agreed upon with the Montréal Port Authority</i>

ACHIEVEMENTS

The OPMC took steps to acquire preventive maintenance software to computerize the necessary maintenance activities for many buildings and infrastructures and various equipment. The software will be implemented starting in the summer of 2005. It will then be possible to develop a data base to have an inventory of all infrastructure, building and equipment damage.

The OPMC worked together with PWGSC, the custodian of the assets, as it does every year, to ensure the safeguarding of the assets. An amount of \$6.6 M was required in 2004-2005. The amounts available enabled to carry out priority health and safety-related work. The asset management plan will be updated in 2005/2006 to specify the impact of postponing other work that could not be carried out due to a lack of financial resources.

In 2003-2004, the work planned to safeguard assets was undertaken at the Clock Tower Pier for the construction of a marina. However, since the OPMC did not receive government authorization to carry out this work, the agreement with the supplier had to be cancelled and the work could not be completed.

A staircase was built between the OPMC's storage facilities on the main floor and the floor where the OPMC leases premises on the Alexandra Pier, which is owned by the Montréal Port Authority.

Operating Report

Protecting Assets

All of the assets managed by the OPMC represent a new replacement value of approximately \$500 million. The fleet of vehicles is estimated at approximately \$500,000. A building condition report (BCR) prepared in 2000-2001 pinpoints all action to be taken to ensure the safeguarding of assets as well as the related costs for the next 25 years.

PWGSC identified seven health and safety projects for 2004-2005. Most were carried out by the OPMC via service contracts on behalf of PWGSC:

- Slab and columns at the King-Edward Pier: demolition of an existing structural slab on the promenade of the King-Edward Pier. Some

- o work was postponed due to winter conditions.
- o Lower Clock Tower Pier: erection of a fence around the basin to secure the premises.
- o Repairs to the Berri Tunnel: expert opinion regarding the railway bridge structure. Temporary columns were erected to secure the premises.
- o Repairs to the Mill Bridge: technical corrections and sidewalk repairs.
- o Expert opinion regarding the Locks: the results of a study concluded that the facilities do not require any work in the short term given their condition.
- o Repairs to the Beaudry tunnel: plans and specifications have been drawn up but the work was postponed due to winter conditions.



The OPMC's direct responsibility for the assets, which are owned by PWGSC, is limited to periodic maintenance work. The OPMC has always carried out the necessary

work on a timely basis, but it did not yet have a documented preventive maintenance system, as recommended by the Office of the Auditor General of Canada in its previous special examination reports.

The objective of implementing this system is to ensure the continual monitoring of degradation and to carry out preventive maintenance for all property, including parking equipment, architectural elements such as building exteriors (roofs and windows), electrical and mechanical systems such as heating and ventilation systems, fire detection systems, building intrusion systems, underground infrastructures such as sewers and waterworks systems, the locks at the Lachine Canal and the fleet of vehicles.

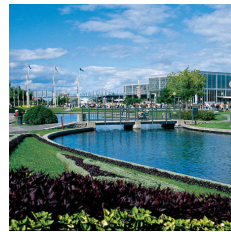
To ensure effective implementation, the OPMC set up a working committee to make the best choices in accordance with needs. A complete property inventory was drawn up during the year. At the same time, maintenance plans for the MSC and the Park were also established. Some specific

programs, such as regular inspections for the parking slabs on the King Edward Pier and the related repairs, were computerized. The OPMC will begin implementing the software beginning in the next fiscal year and will apply a new approach geared towards proactive rather than reactive maintenance. As a result of this system, substantial decline in damage is anticipated, which should translate into lower costs in the longer term.

The closure of parking facilities on the Alexandra Pier for infrastructure-related work was managed in close collaboration with the Montréal Port Authority (MPA) and parking was permitted on the Esplanade during the winter. Use of the pier will return to normal in the summer of 2005.

Protecting People, Property and Facilities

During the 2004-2009 period, the OPMC would like to have a business continuity plan in the event of a disaster. In 2004-2005, the first part of an emergency plan was developed, covering the most likely scenarios to occur, including computer or environmental problems, in the Park and at the MSC, as well as boat or train movement. Several map simulation exercises were carried out to determine the corrective action to be taken. Some measures were taken immediately in terms of train movement, in particular for lines, and a procedure



for accident prevention sent teams on site when trains pass so as to ensure that security zones are respected. Other scenarios will be studied in the coming years and will complete the plan.

Safety measures were taken in various sectors during the year. The plan to install surveillance cameras was examined with a view to eventually relocating the equipment to provide maximum coverage depending on the busiest areas in each season. The computer server room was relocated to improve performance. Technical measures were

reinforced to protect the OPMC's computerized data from an internal or an external attack. These measures include a firewall, anti-virus, anti-spam, the isolation and protection of networks, the review and standardization of user names and passwords, etc. Improvements were also made to data archiving and saving for recovery in the event of a disaster.

Since 2003, the OPMC has pursued its commitment to protect the environment by gradually implementing measures to ensure the sound management of environmental activities. In 2004-2005, this action began to provide results:

- More materials are being recycled. From now on batteries, lamps, computer hardware, used bicycles, and paint have been added to the basic materials.
- By raising employee awareness, the OPMC recycled 26.3 tons of fibre in 2004-2005, compared to 17.6 tons the preceding year.
- Consumption of natural gas, which is used to heat the MSC, decreased by 62% between 2001 and 2004 due to a computerized temperature management system.
- The prevention of environmental emergencies began due to the implementation of the emergency plan.

Various action was taken to manage the recycling of waste. Starting in June 2005, recycling bins will be made available to the public, thereby allowing the OPMC to catch up in this area. The OPMC will even be innovative since the project includes the recycling of leftover food, a practice which is currently not widespread.

The OPMC visited its concession holders several times to raise awareness of its environmental concerns. When cases of negligence were witnessed, the necessary action was taken with the help of Environment Canada so that corrective measures would be implemented.

Where the environment management system is concerned, efforts relating to paper consumption,

underground water management, contaminated soil and energy consumption will continue. The OPMC will take part in the city of Montréal's strategic sustainable development plan, in particular by showcasing the best environmental initiatives.

Outlook for the Future

The OPMC will work closely with PWGSC to update the BCR in order to assess the impact that postponing funding will have on the state of deterioration of the assets.

The emergency plan will be completed with a new series of scenarios to be examined in 2005-2006. Work will begin on the computer disaster recovery plan.

The impact of work to be undertaken by the MPA on the Alexandra Pier will be analyzed and measures will have to be taken to make up for the shortfall.

Performance Summary

OBJECTIVE: MANAGE THE CORPORATION'S ACTIVITIES IN AN EFFECTIVE, EFFICIENT AND COST-EFFECTIVE MANNER

☑	Achieved
↔	Achieved in part
→	Postponed
ⓘ	Not achieved

TARGETED RESULTS
<ul style="list-style-type: none"> ☑ <i>Reduce accounts receivable collection time</i> ☑ <i>Reduce the level of accounts receivable by reviewing contracts and billing processes, and by training managers</i>
<ul style="list-style-type: none"> ☑ <i>Increase the level of satisfaction among internal customers with respect to use of management information and systems</i>
<ul style="list-style-type: none"> ↔ <i>Develop tailored applications to prepare revenue and expense forecasts. Prepare score cards for managing fixed operating costs and prepare score cards to monitor marketing performance</i>
<ul style="list-style-type: none"> → <i>Prepare a risk analysis for priority projects</i>
<ul style="list-style-type: none"> ↔ <i>Increase performance for computer systems and hardware. Ensure integrated systems operation and information reliability</i>
<ul style="list-style-type: none"> → <i>Consolidate and complete systems documentation</i>

ACHIEVEMENTS

The level of accounts receivable and the related collection time were already substantially reduced when 2003-2004 results were presented. These efforts were continued in 2004-2005, in particular by advancing signing dates in the contract process and obtaining payments before operations begin. The level of accounts receivable is now consistent with best practices.

Due to the stabilization of information systems and ongoing efforts made to train managers on a day-to-day basis, the deficiencies in terms of the reliability of management information were reduced. Efforts to implement results follow-up and analysis tools continued and were completed in 2004-2005. More reports of better quality were produced to rigorously and precisely monitor the evolution of our financial performance and the rate of satisfaction among internal customers increased substantially in this area.

The process for preparing score cards has begun. However, the OPMC is currently listing all of its needs according to sector to prepare the most effective score cards in each case. The implementation of two new ticketing and asset maintenance systems as well as the addition of a new member to the Marketing Department should provide more such tools during the coming year due to data centralization.

Although the risk analysis framework could not be developed, major projects, in particular those relating to information technology, were the subject of detailed analyses to hedge major risks.

The level of instability for the OPMC's network and information systems was considerably reduced in 2004-2005. The substantial efforts made to do so had an impact on certain other projects, such as systems documentation, which had to be postponed.

☑ *Update and begin implementing the Information Technology Master Plan (ITMP)*

The final version of the information technology master plan was ratified in February 2005. This plan will serve to guide systems-related priorities for the next three years and several projects that were identified have already begun.

☑ *Establish a new telecommunications policy*

The telecommunications policy was put in place at the end of 2003. The rules for providing mobile telecommunications equipment have been revised and appropriate equipment was redistributed. All telephone lines were checked to ensure that they were needed. In both cases, the efforts resulted in cost reductions.

☑ *Develop a plan to control major property and service-related costs*

Expense reports for major awards of contracts are delivered monthly to ensure that they are checked regularly.

↔ *In connection with the development of a business continuity plan, update and consolidate elements that have already been developed and constitute a general framework for action*

A working committee has examined the existing contingency plans to ensure their integration and upgrading. The OPMC is on the verge of releasing its building evacuation plan after completely updating the existing plans and developing a plan tailored to the MSC's facilities. Information technology was used to develop an information systems security policy.

↔ *Develop phase 1 of the business continuity plan and deliver the building evacuation plan, the information systems security plan, and the administrative and financial resources security plan*

☑ *In order to receive customer service accreditation for recreational and tourism services from the Bureau de normalisation du Québec, set up an advisory committee, have it begin its work and develop an implementation timetable for accreditation.*

The process for obtaining customer service accreditation for recreational and tourism services from the *Bureau de normalisation du Québec* has begun as planned and the work to standardize procedures as required and evaluate specific solutions to meet training needs has started. The OPMC hopes to be accredited in the fall of 2005.

☑ *In connection with the renewal of the vision for the Old Port's development: develop preliminary files for projects (new functions, developments and infrastructures) for development files by geographic sector for the performance of the technical and financial feasibility studies.*

Based on the development master plan that was updated in 2003-2004, the entire senior management team of the OPMC has been mobilized to develop various scenarios involving a vision for developing the Old Port for the next 20 years. Project files have been prepared, assessed in terms of feasibility and the related costs, and validated in terms of interest on the part of partners and the community. Several different development options were considered by geographic sector and evaluated according to various criteria. Detailed timetables and budgets were drawn up.

☑ *Develop a strategy for implementing the updated vision: Revise the governance framework, define implementation options and resources required. Identify potential partners to carry out the projects. Develop a timetable, summary budgets and budgets according to project and deliverables*

OBJECTIVE: MAINTAIN AND PROMOTE THE MISSION AND CONTRIBUTION OF THE OPMC
TO THE COMMUNITY

☑	Achieved
↔	Achieved in part
→	Postponed
ⓘ	Not achieved

TARGETED RESULTS
→ <i>Develop the concept of festivities for the 25th anniversary of the Old Port</i>
→ <i>Implement the public relations program</i>

ACHIEVEMENTS
This project has been postponed.
Several meetings were held with major players in Montréal's recreational tourism and economic community in connection with consultations regarding development visions and the OPMC has taken part in several consultations with various municipal players.

OBJECTIVE: MAINTAIN AND DEVELOP HUMAN RESOURCES TO MEET THE CORPORATION'S CHALLENGES

TARGETED RESULTS
☑ <i>Analyze comparables and recommend the necessary salary adjustments</i>
☑ <i>Reduce replacement time</i>
ⓘ <i>Prepare absenteeism statistics</i>
☑ <i>Develop and submit a professional development plan</i>
→ <i>As part of the evaluation of duties and responsibilities, develop and implement inherent recommendations for each management</i>
☑ <i>To optimize certain operating functions, prepare and implement appropriate recommendations</i>
☑ <i>Deliver the internal communications plan</i>
→ <i>Increase the overall employee mobilization index by 10% compared to the Québec average</i>

ACHIEVEMENTS
At the beginning of 2004-2005, the OPMC began the process of levelling the salaries of non-unionized employees in relation to the market to make certain positions once again competitive with the market.
Since the personnel replacement centre project was not successful, the OPMC put an end to this initiative and identified other more effective solutions for reducing replacement time. The preparation of statistics is therefore no longer relevant within this framework.
The professional development plan has been established and submitted and implementation has already begun.
During 2004-2005, the services provided by human resources were re-evaluated, resulting in a staff renewal. Certain priorities not included in the Corporate Plan resulted in changes being made to forecasts. The optimization of the functions of supervisory staff and of certain operating functions was therefore postponed so that labour relations could be consolidated and all human resources processes, such as payroll, recruiting, training and internal communications, could be substantially improved.
In connection with the reengineering of its services, the OPMC made certain organizational changes to optimize work methods, to better control costs and to improve operating flexibility on the ground.
An internal communications plan was developed and implemented during the year, and included a number of initiatives for communicating strategic information.
The OPMC has decided to postpone evaluating the employee mobilization index by several months to have enough time to implement all the improvement measures included in the internal communications plan.

OBJECTIVE: EFFECTIVELY MANAGE THE ASSETS OF THE OLD PORT

☑	Achieved
↔	Achieved in part
→	Postponed
ⓘ	Not achieved

TARGETED RESULTS
☑ <i>Perform a feasibility analysis and begin negotiations to increase services provided by the city of Montréal based on payments in lieu of taxes</i>
☑ <i>Implement phase 1 of the equipment and furniture maintenance and renewal program</i>
☑ <i>Streamline and re-use storage space on the entire Old Port site</i>
↔ <i>Prepare a cost/benefit study for relocating the Corporation's offices</i>
↔ <i>Develop the employees' handbook (dissemination, monitoring, emergency plan, assessment)</i>
☑ <i>Implementation by the Corporation of tools supporting the implementation of EMS measures for partners</i>
☑ <i>Ensure safe management of hazardous materials by concession holders (WHMIS)</i>

ACHIEVEMENTS

Due to the action undertaken, the number of on-site patrols by the city's security services has grown, thereby completing the security services managed by the OPMC and the number of service exchanges has also increased. For example, the OPMC provides space for the training of municipal patrol officers on bicycles and these officers provide training to the OPMC's own patrol officers. Other types of cooperation with the city are also being examined.

The OPMC has developed an equipment and furniture maintenance program. With the implementation of preventive maintenance software, it will be possible to document and more rigorously and automatically monitor the program.

The OPMC has built and secured certain storage facilities. All storage space has been emptied of useless contents and rearranged for better use.

A location has been identified on the King Edward Pier to eventually relocate offices and bring together teams that are currently working in three separate buildings. Several project feasibility studies have been conducted, focussing on building structure and soil conditions. Results show that the space in question could be appropriate for the OPMC's needs, although certain geotechnical work will be required. The next step is to assess the cost of this option as compared to the cost of maintaining the existing building.

An environmental procedure has been distributed to improve the management of hazardous materials.

Concession holders received a visit and were made aware of the matter. Corrective action has been taken to remedy the negligence witnessed. The OPMC involved its maritime concession holders in an environmental project.

Operating Report

In 2004-2005, the OPMC's corporate services focused their efforts on certain major issues of primary importance.

Develop a Strategic Development Vision

A mandate review was performed for the OPMC in 2001-2002 under the direction of PWGSC and with the cooperation of the OPMC and various stakeholders. It was not possible to implement the conclusions and recommendations of this review

due to a lack of resources provided in the 2003-2004 budget. The OPMC and the appropriate Minister undertook to find a solution and a source of funding to ensure the long-term sustainability of the OPMC's activities. The OPMC was therefore asked to present a long-term development vision.

In 2004-2005, senior management focused a substantial amount of its energy on attaining this objective. From commercial and residential densification to a simple public park, several development options, detailed by geographic sector, were examined. The government's objectives, the guiding principles for development, the conclusions of the mandate review, customer needs, the intentions of the main public partners and the OPMC's governance framework were all taken into account to retain the most realistic scenarios. For each action contemplated, financial estimates as well as an evaluation of the related pros and cons and of compliance with the Old Port's environmental policies were prepared. The performance of the various scenarios could therefore be estimated and compared in terms of impacts and benefits. The OPMC then established information and presentation tools to be able to test these options with targeted partners to obtain their opinion and views of the options developed. Between now and the fall of 2005, the OPMC should be able to present the entire file to the government of Canada for approval of one specific vision.

Welcome Visitors

The success of the Old Port hinges upon visitor satisfaction. To strengthen its position, the OPMC has embarked upon a process to receive customer service accreditation from the *Bureau de la normalisation du Québec*, which will approve the quality of customer services provided by the Old Port. Standard 9700-085 – *Customer services – Attractions and Events* is a voluntary standard setting out a series of requirements aimed at promoting service quality.

A working committee made up of delegates from all sectors of the OPMC was set up to list current policies and procedures and then perform a preliminary assessment of improvements to be made to meet the standard. A work timetable was established to gather all the documentation and perform the cost assessments to ensure the expected compliance. Very few adjustments were required compared to the list of requirements. Efforts were mainly focused on standardizing existing policies and strengthening the training program in keeping with specific requirements and computerizing the complaints processing procedure to ensure that corrective action is taken.

At the same time, in the fall the OPMC began a major clientele study to be carried out over one year. The preliminary results obtained on March 31 show that the rate of customer satisfaction for this period is 93%, with 58% of customers being rather satisfied and 35% being very satisfied. Applying the standard should enable us to improve our performance in this area.

Improve Financial Performance

In order for the OPMC to be able to carry out its mandate fully and achieve its objectives, it must be able to rely on adequate, continual, long-term funding. To cover some of its operating expenses, the OPMC derives revenues from its activities, which are added to government appropriations.

A number of efforts made to market the MSC's products and the skating rink have proven successful. Despite a summer performance that was below the MSC's objectives, the OPMC managed to re-balance its revenues and even exceed its objectives due to an effectively targeted communications campaign. The MSC's marketing plan, which was recently completed, will guide new action in the years to come. Where the skating rink is concerned, communications efforts and efforts to position the facilities, as well as a fee increase, allowed the OPMC to achieve an historic revenue increase of 47%.

The growing number of effective financial management tools that were quickly available in

2004-2005 enabled managers to increase their ability to identify opportunities to generate additional revenues. For example, a point of sale has been added at the information kiosk to test opportunities to sell tickets. For this first year, only MSC products were available for sale. The results were conclusive since close to \$5,000 dollars worth of tickets were sold in spite of a late start-up. Another initiative affecting all services involved revising fees since there remained some price elasticity in some sectors. This is why parking fees and those for the Port d'escale, the skating rink and other activities were raised. However, given market tolerance it will not be possible to renew this strategy within the next few years since the ceiling has been reached for several activities for the time being.

Incentive fees adapted to quieter periods during the year have been implemented to increase the use of parking facilities. While reducing hourly rates, the OPMC substantially increased its parking revenues for the Clock Tower Pier while the skating rink was open due to the sale of close to 3,000 additional tickets. The OPMC was also able to seize several opportunities by more aggressively targeting hotel and restaurant operators in Old Montréal. Some major parking needs can be met during periods when parking facilities are used less by the public (e.g. during the holiday season). By reorganizing parking spaces on the Clock Tower Pier, the OPMC managed to add more than 100 parking spaces to its facilities. Finally, a new layout at the IMAX® Theatre snack bar made it possible to serve more customers.

The OPMC has sponsorship agreements which ensure 11% of its revenues. Two new agreements were secured in 2004-2005 to support MSC projects. The sponsorships obtained from the Montréal Science Centre Foundation are added to these amounts to enable the MSC to renew its permanent exhibitions. We would like to thank the Foundation and its members for their generous contribution. During 2004-2005, the OPMC

associated itself with other Canadian museums for co-productions and to reduce the cost of temporary exhibitions. The MSC's corporate rentals sector performed very well in 2004-2005 and offers good prospects for the future. The available times lead us to believe that there is room for growth in this sector.

Improve Human Resources Management Processes and Practices

During 2004-2005, the OPMC focused on implementing an effective internal communications plan that was tailored to its needs.

To begin, it undertook to provide more strategic information to its employees. Two information meetings with senior management were held for all employees in December 2004 and April 2005. In addition, the internal newsletter entitled "À bon port!" has been issued regularly since the beginning of 2005 according to the news to be announced. The *Petits-déjeuners de la présidente* continued to be held and then the *Découvertes de la présidente* program is being presented in various site locations with the aim of providing better knowledge of the



Old Port's history and heritage. Beginning in the summer of 2005, the OPMC hopes to be able to implement information screens in the main places of work to complete these measures.

Several staffing and remuneration initiatives have been taken. The recruiting process has been improved. The payroll processing procedure has been substantially upgraded. A thorough examination of the payroll policy has also begun to ensure that staff receives adequate compensation. This project benefits from the all-new human resources management approach which emphasizes a desire for transparency and consultation with employees for all major projects. Volunteers were therefore asked to identify the strengths and weaknesses of the current system as well as possible improvements. The program for recognizing employee contributions was improved

to facilitate its application, including a self-assessment by the employee. Performance assessments will henceforth be carried out according to a management-by-objectives approach and will allow for the clarification of what is expected of employees and for greater consistency between individual objectives and those set out in the Corporate Plan.



The program for recognizing years of service was improved and extended to all employees who have accumulated five years of service, whereas in the past employees had to have accumulated 10 years of service.

In terms of labour relations, climate of mutual confidence has been established with union representatives. All committees have now been re-established and meet regularly. The number of consultations has grown and major issues are reviewed regularly with union representatives.

The Effective, Efficient and Cost-effective Management of the Corporation

The consolidation of the OPMC's teams in all sectors of activity had a very definite impact on overall management performance.

Where financial and administrative management are concerned, the implementation of a tool to monitor and control capital expenditures resulted in a substantial improvement in cost controls and will now provide an overview of projects, including their eventual impacts on operations. Financial statements have been redesigned so as to organize information according to the new management approach (i.e., business units and corporate services) beginning in the coming fiscal year. This initiative will provide a better appreciation of the financial performance of commercial activities.

The acquisition of a new ticketing system is the most important event during the year in terms of improving systems operation and reliability. Since all attempts made to stabilize and improve the existing system were unsuccessful, the software had to be changed. The OPMC was concerned with ensuring

the complete success of this implementation and therefore set up a working committee composed of managers and future users. A call for tenders covering all short- and long-term needs was issued in the fall of 2004. After a careful selection process, the new system was selected and contractual terms were set out.

The reorganization and upgrading of the information technology department continued. In order to centralize operations, offices and space for managing information technology services were relocated close to the new server room. The information technology master plan will henceforth encompass all priority action to be taken. Plan recommendations relate, in particular, to system and data security, integrity and reliability, as well as systems integration. Some 30 projects, some of which have already begun, have been identified to improve overall efficiency, among other things by:

- Reducing efforts to reconcile the budget and control costs;
- Computerizing certain data processing;
- Building a data warehouse for analytical applications and management indicators;
- Implementing specific tools to meet managers' needs.

In 2004, a five-year examination was performed by the Office of the Auditor General of Canada in accordance with the *Financial Administration Act*. This examination was carried out between May and November 2004. The resulting report confirms that the OPMC needs the support of government authorities to progress and makes note of the difficulties encountered in managing change during the period examined. The report's conclusions show that the OPMC should pay particular attention to managing change, producing operating plans, assessing marketing strategies, reviewing ethical practices and values and consolidating its project management practices. The other items mentioned relate to reviewing the salary policy (management has already taken steps to level salaries) and

improving the management information systems, which is already in progress with the implementation of new integrated systems.

At the same time, the OPMC is initiating its new internal audit program, for which activities were focused on auditing parking revenues, payroll and information technology. Many of the practices recommended were implemented immediately and are already in operation.

Outlook for the Future

In connection with the implementation of the customer service standard, an internal audit will be performed for the customer service department during the summer of 2005. If the results are conclusive, this audit will result in a final evaluation by the Bureau de normalisation du Québec in August.

Efforts will continue to identify business opportunities for parking facilities. Potential partners have been approached and agreements are expected to be finalized in 2005-2006.

The new ticketing system will be implemented in phases starting in May 2005. The information kiosk at the Jacques Cartier Pier will therefore be able to use the new functionalities of the system. At the same time, the system will be integrated to link ticketing information to accounting system data, providing a very definite increase in efficiency.

Work to renew the collective agreement, for which the related work contracts expire in March 2006, will continue. Where compensation is concerned, the OPMC plans to adopt a competitive total compensation policy. The overall picture in terms of staff distribution will be drawn up and a work organization diagnostic will be performed in collaboration with all sectors of the OPMC. ■

Corporate Governance

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 and sales for R.O. International inc., where she is involved at every level in the development of the company's real-estate projects. A Certified Property Manager (CPM) and a member of the Chicago Institute of Real Estate Management since 1975, she was also President of the Committee for Urban Development and Housing at the Board of Trade of Metropolitan Montr al from 1990 to 1994, and a member of the City of Montr al's Advisory Committee on Housing from 1995 to 1999.



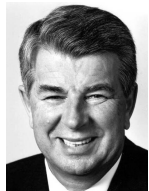
Mr. Raymond Cyr Eng., O.C.

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



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

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



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 and Building Box stores in Ontario. 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 (C.M).



Mr. Jocelyn Proteau

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

GOVERNANCE

The Board of Directors (the Board), whose members are appointed by the Canada Lands Company Limited, is responsible for managing the OPMC. The Board is composed of seven directors from outside the OPMC. Until June 2004, the OPMC reported to Parliament via the Minister of State (Infrastructure), the Honourable Andy Scott. This is now done via the Honourable John Godfrey, Minister of State (Infrastructure and Communities).

During 2004-2005, the Board assumed the strategic direction of the OPMC, oversaw the management of its activities and its internal affairs, ensured that appropriate risk management systems were implemented and that information systems and management practices met the OPMC's needs and guaranteed the integrity of the information produced, with the support of the audit, human resources and architecture committees. In particular, the Board ensured that the OPMC's activities are managed in accordance with its mandate, as defined in the agreement signed with the Crown on January 25, 1982 and in accordance with the applicable provisions of the *Financial Administration Act*.

The Board met on 10 occasions in 2004-2005. Some of the strategic issues examined include the approval of the strategic objectives and initiatives in the 2005-2006 to 2009-2010 Corporate Plan, and examination of the various scenarios developed by management with a view to adopting a Long-term Vision and Development Plan (2005-2020) for the OPMC. The scenarios developed, which included a recommendation from the Board and management, were presented to the Minister responsible for the OPMC with a view to obtaining a decision from the government.

Where the oversight of the OPMC's management activities is concerned, the Board examined the

budget situation, the monthly statements of earnings and the various reports on the planning and holding of activities, requests for contract awards and the monitoring of environmental management activities. At year end, the Board read the internal auditor's report for the year and asked management to present a quarterly follow-up of the implementation of the recommendations contained in the report to the Audit Committee, which will then report to the Board. During the course of each of their meetings, the Board members had an opportunity to hold discussions with management and various external consultants, depending on the needs.

In connection with the new procedures for appointing officers to Crown corporations announced by the government in March 2004, the Board set up a Nominating Committee composed of five members, including three Board members and two distinguished members from outside the Corporation. The general mandate of this new committee, which has not met yet since its creation, relates to the process to be followed in selecting and proposing candidates to ensure that an appropriate successor is found for Board members, the Chairman and the President and Chief Executive Officer. At the same time, the Board adopted a competency profile for Board members and selection criteria for the positions of Chairman and President and Chief Executive Officer.

Audit Committee

The Audit Committee met on three occasions during 2004-2005. In particular, it examined the OPMC's audited annual financial statements, followed up on implementation of the recommendations in the auditor's annual report for 2003-2004, examined the audit plan for the special examination performed by the Office of the Auditor General of Canada between May and November 2004 and examined the internal auditor's report issued at year end. It advised the Board of Directors following these follow-ups and examinations.

Human Resources Committee

The Human Resources Committee met on two occasions during 2004-2005. It examined senior management performance appraisals as well as recommendations regarding their compensation. The committee also examined the plan proposed to review the job assessment system undertaken during the year.

Architecture Committee

The Architecture Committee met on four occasions during 2004-2005. Since the OPMC retained the right to supervise architectural aspects and matters pertaining to the restoration of the exterior of the refrigerated warehouse, which used to be an integral part of the Old Port site, the Architecture Committee examined the various proposals submitted to the OPMC by the project developer during the year. The committee also examined the plan proposed to rearrange and optimize space in the MSC. ■

RISK MANAGEMENT

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

The OPMC manages an internal audit plan over a three-year cycle to revise existing policies and procedures, which makes it possible to pinpoint and correct internal control weaknesses and deficiencies in the human resources, information technology, and revenue and expense management systems.

Internal Risks

The OPMC is exposed to a certain number of risks related to the responsibility shared with PWGSC regarding the management and protection of assets and the difficulties in obtaining long-term funding, which limits its ability to achieve its objectives.

The OPMC may lose business and partnership opportunities with private enterprise or other levels

of government. The constant financial uncertainty increases the risk of the OPMC not being able to make a long-term commitment with its partners.

The confusion regarding the roles and responsibilities of PWGSC and the OPMC results in an increased risk regarding asset protection, civil liability and the funding required, as well as increased political risks for the government. The work to implement the development plan should clarify the tools and methods to be put in place.

The OPMC has no manoeuvrability to reduce these risks other than requesting the transfer of custody of the assets, together with the funds required to safeguard them. While it awaits a decision, the OPMC manages prudently and cuts its expenses as much as possible to absorb salary and market increases. It does everything possible to maintain and increase its revenues.

Despite the implementation of an asset management plan developed following the Building Condition Report (BCR), the funds available to safeguard assets are insufficient. For close to 10 years, the work carried out are limited to urgent health and safety-related work to address immediate risks.

The Office of the Auditor General of Canada audits the OPMC's financial statements each year and carries out a special examination every five years. In so doing, it assesses business risks and their implications. Each risk identified is immediately taken into account by the OPMC and action is taken to limit the resulting impacts.

The OPMC has begun implementing a business continuity plan, which includes building evacuation plans and disaster recovery plans covering environmental risks, among other things. The OPMC has almost completed the implementation of an environmental management system this year. This system includes training programs, an installation and inspection program and ongoing surveillance measures to prevent and address risks

relating to site and water contamination, the handling of hazardous materials, as well as train, automobile, and pedestrian movement.

External Risks

Some of the Old Port's revenues depend upon attendance numbers for activities. Attendance can be compromised in difficult economic circumstances, when the tourism industry is being affected by events beyond its control (SARS, terrorism) or quite simply when the weather is bad. To deal with this risk, the OPMC operates prudently, makes advertising efforts and reviews and adapts its fees.

Both direct and indirect revenues are at risk where products and services are concerned. A concession holder can sometimes be at fault or a producer can cancel an event at the last minute.

Among the products and services operated by the OPMC, the lack of quality films for the IMAX[®] Theatre, the risk of a teachers' strike or budget cuts

for school trips and the possibility of delays or cost overruns in producing exhibitions, activities or events must be taken into consideration.

The OPMC has put in place various measures and tools to overcome these risks:

- Efforts being made to receive customer service accreditation from the BNQ will ensure standardized service and constant quality control.
- Where concession revenues are concerned, the OPMC has strengthened its contractual requirements for payments, cash checks and financial statement controls.
- Where the IMAX[®] Theatre is concerned, the OPMC is involved in specialized production networks and is keeping a close eye on new productions to get them first.
- Finally, in terms of project management, the OPMC reviewed its work processes and methods to more effectively monitor timetables, quality and compliance for projects and cost controls. ■

The Organization

SENIOR MANAGEMENT



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



Pierre Fortin
Vice-president, Marketing and Business Development



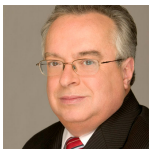
Denis Gouge, Eng.
Vice-president, Site Management



Benoît Légaré
Vice-president, Montréal Science Centre



Luc Nadeau
Vice-president, Human Resources



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

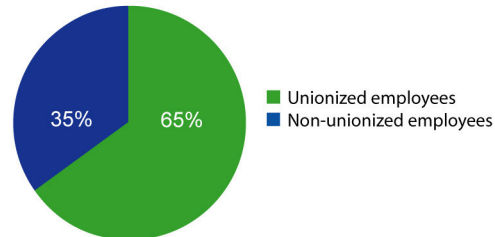
HUMAN RESOURCES MANAGEMENT

The MSC's arrival in the OPMC's operations in 2000 resulted in major organizational and management changes. The senior management team was completely renewed and the position of Vice-president, Human Resources was created. The arrival of new employees meant that there had to be a learning and adaptation period, especially since all of the computer systems were changed at approximately the same time. The OPMC faced major challenges and managed them to the best of its abilities with the means and resources at its disposal. The employee turnover rate, which is traditionally around 10% for permanent staff, was close to 18% in 2001-2002.

Since the beginning of 2004, the OPMC's personnel has stabilized, which has made it possible to substantially increase the efficiency and abilities of the teams in place. This represented quite a challenge since very specific expertise is required to manage the OPMC. Profiles are extremely varied, from museology technicians to maintenance employees, from accounting analysts to Webmasters, from logistical officers to educators. Reorganizing the OPMC's activities to put in place expert services for efficient products made it possible to make employees at all levels more accountable, in particular by improving employee versatility.

OPMC employees are 34 years of age, on average, and 47% are women, including for management positions, which is worth mentioning¹. During the low season, the OPMC has just over 200 full-time equivalent staff. However, personnel varies significantly during the summer season, when approximately 20% more seasonal and occasional employees are added to the teams on the ground.

Breakdown of unionized versus non-unionized employees (%)



Average breakdown based on the number of active employees as at August 25, 2004 and March 31, 2005.

Employee commitment is solid when the corporation's orientations are clear. An employee survey conducted in 2003 showed that there was a lack of information in this area. Management has taken note of this dissatisfaction and taken necessary measures to improve communication.



The employee benefits program and working conditions are competitive compared to the milieu. Employees have free access to a number of site assets, from parking to uniforms and the ability to take part in events and programs. The OPMC has examined a number of its human resources policies in 2004-2005. Improvements have already been made and will continue during the coming year.



The OPMC must meet the challenge of having trained and qualified personnel at all times, even if some of its employees only work during the summer months. Customer service training, which is a cornerstone for hospitality personnel, has been renewed to be better adapted to the realities on the ground. In other areas, most of the training offered in 2004-2005 related to improving skills, mainly management, computer and language skills. ■

¹ These results were calculated based on data as at August 25, 2004.

Financial resources

FINANCIAL ANALYSIS

Parliamentary Appropriations (in thousands of dollars)

	Results 2004-2005	Budget 2004-2005	Variance between results and budget		Results 2003-2004
			\$	%	
Parliamentary appropriations	15,775	16,100	325	2.0	18,148

Parliamentary appropriations in 2004-2005 amounted to \$15.775 million, a decrease of \$2.373 million (13.1%) compared to 2003-2004. Since parliamentary appropriations for operations and investments granted for the 2004-2005 budget totalled \$16.100 million, a surplus of \$325,000 (2.0%) was generated. This amount will be repaid to the government.

Statements of earnings (in thousands of dollars)

	Results 2004-2005	Budget 2004-2005	Variance between results and budget		Results 2003-2004
			\$	%	
Operating revenues	11,487	11,001	486	4.4	11,188
Amortization of deferred contributions	221	148	73	49.3	2,757
Total revenues	11,708	11,149	559	5.0	13,945
Operating expenditures (before depreciation)	24,862	24,701	- 161	- 0.7	24,805
Depreciation of property, plant and equipment	2,636	4,203	1,567	37.3	3,894
Total expenditures	27,498	28,904	1,406	4.9	28,698

It is important to remember that a labour dispute affected operations for a seven-week period in 2003-2004, which makes it difficult to compare certain revenues and expenditures since some activities were closed during this period. This situation had an impact on certain revenues and expenditures, in particular for salaries, as well as maintenance and security costs.

In 2004-2005, the operating deficit totalled \$13.375 million compared to \$13.616 million in the preceding year, representing a decrease of \$241,000 (1.8%) owing to a 2.7% increase in operating revenues and a slight 0.2% increase in expenditures.

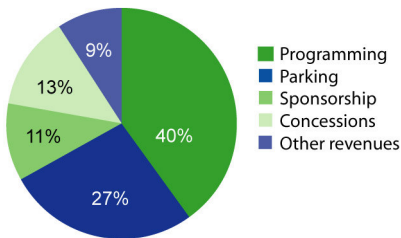
Results show a decrease of \$325,000 compared to the 2004-2005 budget, in which the budgeted operating deficit totalled \$13.700 million. Due to a 4.4% favourable variance for revenues and an increase of only 0.7% in operating expenditures, it was made possible to ensure a balanced budget.

Revenues (in thousands of dollars)

	Results 2004-2005	Budget 2004-2005	Variance between results and budget		Results 2003-2004
			\$	%	
Programming	4,480	4,528	- 48	- 1.0	4,060
Parking	3,143	2,900	243	8.4	2,957
Sponsorships	1,276	1,266	10	0.8	958
Concessions	1,510	1,363	147	10.8	1,852
Other revenues	1,078	944	134	14.2	1,361
Revenues (before amortization)	11,487	11,001	486	4.4	11,188
Amortization of deferred contributions	221	148	73	49.3	2,757
TOTAL REVENUES	11,708	11,149	559	5.0	13,945

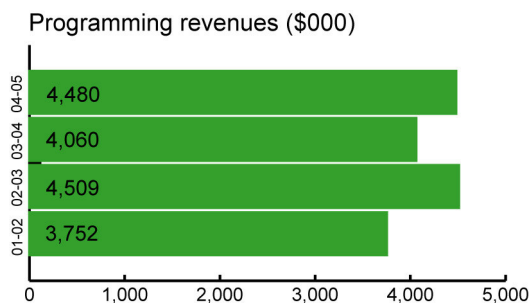
Self-generated revenues related to the OPMC's products (before amortization) total \$11.487 million in 2004-2005, compared to \$11.188 million in 2003-2004, representing an increase of \$299,000 or 2.7%. It should be noted that no major event was held on the site during the summer of 2004, resulting in major shortfalls during this period. It was possible to minimize this for the year by revising parking rates and skating rink fees.

Revenues before amortization (%)



Since the 2004-2005 budget for self-generated revenues (before amortization) amounted to \$11.001 million, results for 2004-2005 represent an increase of \$486,000 (4.4%). There was a slight unfavourable variance of \$48,000 (1.0%) only for the programming section, compared to the current year's budget.

Programming

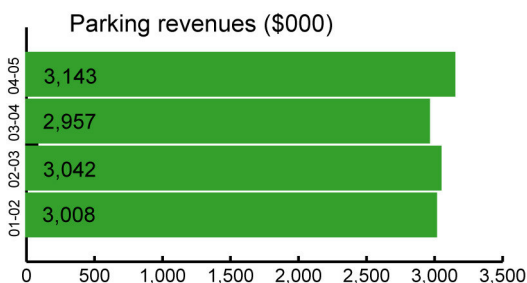


Total programming revenues, which include revenues from the IMAX® Theatre, exhibitions and corporate rentals, amounted to \$4.480 million in 2004-2005, compared to \$4.060 million in 2003-2004. This performance represents a revenue increase of \$420,000 (10.3%). This increase can be explained by a \$237,000 increase in revenues from exhibitions, which is mainly attributable to the fact that in summer of 2003, this sector was closed for seven weeks during the labour dispute, and the

\$145,000 increase in the MSC’s revenues from corporate rentals compared to 2003-2004.

The 2004-2005 budget, which totalled \$4.528 million, shows an unfavourable variance of \$48,000 (1%). The revenues generated by the IMAX® Theatre were \$209,000 less than budgeted, although the impact of this decrease was reduced by increased revenues from exhibitions, which are attributable, in particular, to the success of *Autopsy of a Murder*, and corporate rentals.

Parking

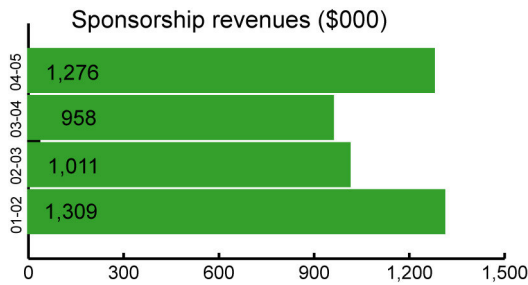


Parking revenues totalled \$3.143 million in 2004-2005. This sector represents the Old Port’s most important revenue-generating commercial activity. In 2003-2004, parking revenues totalled \$2.957 million, which therefore represents an increase of \$186,000 (6.3%). Parking rates were reviewed in June 2004 to be better adapted to the competition and the Old Port’s various seasonal activities. This made it possible to minimize the impact of the lack of major

events during the summer of 2004. Monthly rates represented 24% of total parking revenues for 2004-2005; 76% of these revenues are derived from hourly rates and hinge upon the ability to promote events and site with Canadians.

In 2004-2005, the \$2.900 million budget was exceeded by \$243,000 (8.4%).

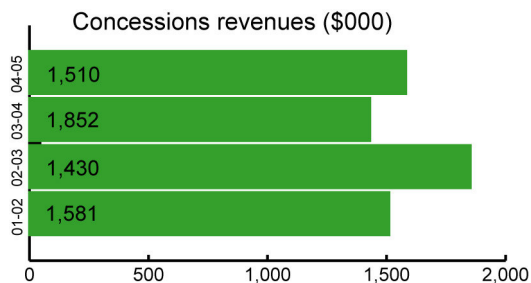
Sponsorships



Sponsorship revenues totalled \$1.276 million in 2004-2005 compared to \$958,000 in 2003-2004, an increase of \$318,000 (33%). These sponsorships cover commercial agreements relating to the exclusive sale of products or services on the Old Port site. This also includes donations received by the OPMC. The OPMC received an \$80,000 donation from the Montréal Science Centre Foundation during the fiscal year.

In 2004-2005, revenues have increased very slightly by \$10,000 (0.8%) compared to the budget of \$1.266 million.

Concessions



This category includes revenues from site rentals for events, rent from concession holders and revenues from film shoots on the site. Total concession revenues amounted to \$1.510 million. This \$342,000 (18.4%) decrease is due to the lack of two major events that were held in 2003, which resulted in a shortfall.

The non-renewal of these two events was anticipated in the 2004-2005 budget of \$1.363 million. Revenues for the year still exceeded the budget by \$147,000 (10.8%).

Other Revenues

In 2004-2005, other revenues totalled \$1.078 million, a decrease of \$283,000 (20.8%) compared to last year. This is mainly attributable to the \$48,000 decrease in interest income and the \$175,000 decrease in various non-recurring revenues, which totalled \$285,000 in 2003-2004. This item also includes revenues from the skating rink totalling \$185,000 compared to \$126,000 the preceding year. This performance represents a 47% increase and reflects the new fee structure and increased attendance for this activity. Revenues from the Port d'Escale are at the same level as for the preceding year, i.e. \$335,000, while revenues from ticket sales for La Balade totalled \$100,000, a \$27,000 (36%) increase which is primarily attributable to the closure of this service during the labour dispute in the summer of 2003.

Compared to the 2004-2005 budget, results show a \$134,000 (14.2%) increase in other revenues. Skating rink revenues were \$75,000 (68.2%) higher while mooring revenues exceeded the budget by \$25,000 (100%).

Expenditures (in thousands of dollars)

	Results 2004-2005	Budget 2004-2005	Variance between results and budget		Results 2003- 2004
			\$	%	
Site management	8,572	8,139	- 433	- 5.3	9,397
Marketing and customer service	6,587	6,254	- 333	- 5.3	6,074
Programming	5,149	5,751	602	10.5	4,879
Administration	4,554	4,557	3	0.0	4,454
Total operating expenditures (before depreciation)	24,862	24,701	- 161	- 0.7	24,804
Depreciation of property, plant and equipment	2,636	4,203	1,567	37.3	3,894
TOTAL EXPENDITURES	27,498	28,904	1,406	4.9	28,698

Total operating expenditures (before depreciation) for 2004-2005 increased by \$58,000 (0.2%) compared to 2003-2004. Our expenditures increased slightly by \$161,000 (0.7%) compared to the 2004-2005 budget.

Site Management

Site management expenditures totalled \$8.572 million, a decrease of \$825,000 (8.8%) compared to 2003-2004 which is attributable to non-recurring costs during the labour dispute in the summer of 2003 which related mainly to maintenance and security.

Compared to the 2004-2005 budget, amounts increased by \$433,000 (5.3%), with the variance being created mainly by a \$50,000 increase in electricity costs and building, land, equipment and road network maintenance costs totalling \$239,000.

Marketing and Business Development

Marketing, communications and advertising expenditures are grouped together under this heading. They represented an amount of \$6.587 million in 2004-2005, an increase of \$513,000 (8.4%) compared to 2003-2004. Certain additional advertising expenditures were incurred (\$50,000) to better support the promotion of the IMAX[®] Theatre in the winter of 2004-2005, which made it possible to minimize the impact of decreased revenues for the IMAX[®] Theatre in the fall of 2004. Certain non-monetary transactions were also accounted for under communications. Advertising exchanges were made for an amount of \$565,000, representing an increase of \$179,000 compared to 2003-2004. This variance is also attributable to an additional expense of \$220,000 for costs relating to analyses, studies and presentations relating to business development activities and development of the OPMC's vision.

An amount of \$333,000 (5.3%) represents the excess of actual expenditures in 2004-2005 compared to the 2004-2005 budget of \$6.254 million. Non-monetary transactions relating to the advertising exchange for the communications department were \$173,000 higher than the budget.

MSC Programming

This heading includes expenditures relating to programming activities at the MSC, which include the cost of operating and managing the IMAX® Theatre, exhibitions, programming activities, the snack bar and corporate rentals. In 2004-2005, expenditures totalled \$5.149 million, representing an increase of \$270,000 (5.5%) compared to 2003-2004. It is important to remember that the exhibition halls were closed during the labour dispute.

Expenditures decreased by \$602,000 (10.5%) compared to the 2004-2005 budget, which is attributable to the decline in the cost of renting movies for the Immersion system, which were \$285,000 lower than budgeted.

Administration

Administration mainly includes the President's office, information technology services, accounting, procurement and human resources. Expenditures in 2004-2005 amounted to \$4.554 million compared to \$4.454 million in 2003-2004, representing a slight increase of \$100,000 (2.2%).

Amounts have decreased slightly by \$3,000 compared to the 2004-2005 budget.

Expenditure Analysis by Major Class:

	Results 2004-2005	Budget 2004-2005	Variance between results and budget		Results 2003-2004
			\$	%	
(in thousands of dollars)					
Salaries and employee benefits	12,195	11,928	- 267	- 2.2	11,197
Advertising	3,159	3,119	- 40	- 1.3	3,181
Depreciation	2,636	4,203	1,567	37.3	3,894
Maintenance	2,446	2,237	- 209	- 9.3	2,113
Taxes, permits and public services	2,073	2,101	28	1.3	1,954
Movie rentals	872	1,157	285	24.6	1,007
Professional services	690	758	68	9.0	959
Office expenses	379	473	94	19.9	387
Travel and entertainment costs	366	334	- 32	- 9.6	434
Exhibitions	314	363	49	13.5	404
Telecommunications	279	340	61	17.9	331
Other	2,089	1,891	- 198	- 10.5	2,837
TOTAL EXPENDITURES	27,498	28,904	1,406	4.9	28,698

An analysis of the principal variances compared to 2003-2004 results reveals a \$998,000 (8.9%) increase in the cost of salaries and employee benefits, which is attributable to a reduction in labour costs during the labour dispute in the summer of 2003. The levelling of salaries at the beginning of the fiscal year should also be considered. Maintenance costs increased by \$333,000 (15.8%) during 2004. Certain work which could not be carried out in the summer of 2003 had to be postponed to be completed the following year. Under the heading of film rentals, there is a decrease in the cost of royalties defrayed for the rental of IMAX® films for an amount of \$135,000 (13.4%), with a decline in inputs causing a decrease in royalties paid. The labour dispute had a direct impact on the level of expenditures relating to professional services, which include legal costs. Other expenditures for 2003-2004 included amounts relating to the need to ensure customer safety and well-being during the labour dispute. These non-recurring expenditures in 2004 mainly explain the \$748,000 (26.4%) reduction for this heading.

The total expenditure budget for 2004-2005 amounts to \$28.904 million, for a \$1.406 million decrease in expenditures compared to 2004-2005 results. The principal variances are attributable to depreciation expenditures totalling \$1.567 million, since permanent exhibitions dating back to 2001 have now been completely depreciated.

Salaries and benefits were higher than budgeted, representing an unfavourable variance of \$267,000 (2.2%). The settlement of a grievance and amounts paid as compensation explain \$126,000 of this variance. In addition, the impact of levelling salaries in 2003-2004 continued to be felt in 2004-2005. Actual maintenance costs were \$209,000 higher than budgeted. These variances are attributable to the painting of floors in the MSC, the renovation of toilets, and the replacement of carpeting in the IMAX® Theatre and the support rail for an amount of \$174,000. Film rental costs were \$285,000 lower than budgeted, which is explained by the decrease in IMAX® royalties.

Balance Sheet (in thousands of dollars)

	31-03-2005	31-03-2004
Total assets	19,918	20,738
Total liabilities	19,027	19,581
Shareholder's equity	891	1,157

Total assets as at March 31, 2005 amounted to \$19,918 million as compared to \$20,738 million the preceding year. The decrease in total assets and total liabilities is mainly attributable to the repayment of the \$826,000 budget surplus to the government.

Assets

Cash totals \$3.329 million compared to \$4.091 million in 2003-2004. This reduction is attributable to the repayment of \$826,000 in parliamentary appropriations. Accounts receivable decreased by \$411,000 (38.7%) compared to March 31, 2004. The bad debt expenditure amounted to \$16,000 compared to an amount of \$84,000 collected in 2003-2004.

Liabilities

The total amount of accounts payable decreased from \$5.455 million in 2003-2004 to \$4.552 million in 2004-2005. This is mainly attributable to the reduction in parliamentary appropriations payable.

Capital Expenditures (in thousands of dollars)

Capital expenditures	Actual 2004-2005	Budget 2004-2005	Variance between results and budget		Actual 2003-2004
			\$	%	
Property, plant and equipment	2,849	2,400	449	18.7	4,649

Capital expenditures totalled \$2.849 million in 2004-2005, compared to \$4.649 million in 2003-2004 and a budgeted amount of \$2.400 million in 2004-2005. In 2004-2005, two recognized partners contributed a total of \$452,000 to fund certain capital expenditures: the Université du Québec à Montréal for the LabUQAM and Hydro-Québec for an energy efficiency program. The MSC associated itself with other museum organizations to reduce the investments required to produce temporary exhibitions, which makes it possible to produce exhibitions of better quality and at a lower cost which can be presented in different regions in the country. The fund-raising campaign held in collaboration with the Montréal Science Centre Foundation should procure the funds required to replace the permanent exhibitions in 2007, at a cost of approximately \$6.300 million.

The principal capital expenditures in 2004-2005 related to relocating information technology services and the server room (\$409,000), renewing temporary exhibitions (\$678,000), replacing the ticketing system (\$227,000), renovating the IMAX[®] hall, replacing the sound system in the IMAX[®] Theatre (\$163,000) and building the LabUQAM (\$379,000).

Five-year summary (in thousands of dollars)

	Budget	Results				
	2004-2005	2004-2005	2003-2004	2002-2003	2001-2002	2000-2001
Statement of earnings						
Revenues						
Operating revenues	11,001	11,487	11,188	10,875	10,534	11,717
Amortization	148	221	2,757	3,004	3,004	2,889
Expenditures						
Operating expenditures	24,701	24,862	24,804	24,071	19,638	19,992
Depreciation	4,203	2,636	3,894	4,468	3,580	2,862
Parliamentary appropriations						
Parliamentary appropriations	16,100	15,775	18,148	17,955	11,325	12,610
Balance sheet						
Assets						
Cash and cash equivalent	2,379	3,329	4,091	4,747	3,717	2,553
Accounts receivable	1,000	652	1,063	1,783	1,988	3,108
Prepaid expenses	657	408	269	437	657	235
Long-term assets	12,233	15,529	15,316	14,560	14,230	15,375
Liabilities						
Accounts payable	3,764	4,227	4,629	5,137	4,799	4,372
Parliamentary appropriations payable	-	325	826	445	-	-
Deferred contributions	1,669	1,399	1,302	2,825	3,685	4,267
Loan	-	-	-	2,404	4,686	6,855
Deferred property, plant and equipment financing	12,435	13,076	12,825	10,003	6,739	5,676

Key operating statistics	2004-2005	2003-2004	2002-2003	2001-2002	2000-2001
Operating revenues to operating expenditures (excluding depreciation)	46%	45%	45%	54%	59%
Number of visitors to the Old Port of Montréal (in thousands)	5,652	7,456	7,079	8,011	7,204
Number of visitors to the Montréal Science Centre (in thousands)	457	445	474	424	792

Five-year Outlook

The OPMC should be able to meet the challenge of improving its sources of self-generated revenues in order to face certain realities. The level of revenues for the IMAX[®] Theatre has reached a certain product maturity, thereby reducing the potential for increasing revenues. Parking revenues, the other main revenue source, also provide little flexibility for future rate increases, as seen in June 2004. Efforts to develop major events at the Old Port of Montréal and to produce events for the low season should increase to maximize their impact on all revenues. Substantial investments will therefore be required since the facilities require major and continual renovation work due to their age.

In order to improve its performance, the OPMC must reduce its dependence upon indirect revenues from seasonal attendance to its site. Offering products that are available year round would reduce this vulnerability and would allow for revenues to be better spread out to cover fixed costs. This strategy would also allow to assume increased expenses and payroll costs. Customers would then be able to enjoy programming and facilities that make the Old Port of Montréal a year round destination. ■

MANAGEMENT'S RESPONSIBILITY REGARDING THE FINANCIAL STATEMENTS

The Corporation's management is responsible for preparing and presenting the financial statements in the annual report. These have been prepared in accordance with generally accepted accounting principles in Canada and necessarily contain estimates made by Management to the best of its judgment and for which Management is responsible. Management acknowledges its responsibility for choosing accounting principles and methods that are compatible with the Corporation's circumstances. Financial information presented elsewhere in the annual report is consistent with that of the financial statements. Management applies internal controls, accounting principles and practices to ensure with a reasonable degree of certainty that financial information is relevant and reliable, that the assets it manages are safeguarded, and that corporate transactions have been in compliance with the appropriate authorizations. The Board of Directors is responsible for examining and approving the financial statements and for overseeing how Management discharges its responsibility for the presentation of financial information. The Board exercises this responsibility primarily through the Audit and Administration Committee, which is composed exclusively of Directors who are neither part of Management nor employed by the Corporation. This Committee examines the financial

statements with Management and representatives of the Office of the Auditor General of Canada, who is appointed as external auditor by the shareholder, before submitting them to the Board for approval. This Committee also examines the work plans submitted by the internal and external auditors and meets with them in order to discuss their findings and observations regarding accounting issues, audit procedures and the presentation of financial information. The Auditor General of Canada is responsible for auditing the transactions and the financial statements of the Corporation and for reporting on these financial statements. Management considers that the financial statements faithfully present the financial position of the Corporation, the results of its operations, and its cash flows. The Board of Directors has studied and approved the financial statements following a recommendation from the Audit and Administration Committee.



Claude Benoit
President and Chief Executive Officer



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

Montreal,
June 3, 2005



AUDITOR'S REPORT

To the Minister of State (Infrastructure and Communities)

I have audited the balance sheet of the Old Port of Montreal Corporation Inc. as at March 31, 2005 and the statements of operations and retained earnings and cash flows for the year then ended. These financial statements are the responsibility of the Corporation's management. My responsibility is to express an opinion on these financial statements based on my audit.

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

In my opinion, these financial statements present fairly, in all material respects, the financial position of the Corporation as at March 31, 2005 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 3, 2005

FINANCIAL STATEMENTS

OLD PORT OF MONTREAL CORPORATION INC.

Balance Sheet as at March 31

	2005	2004
	(in thousands of dollars)	
<i>Assets</i>		
Current		
Cash and cash equivalents	3,329	4,091
Accounts receivable	652	1,063
Prepaid expenses	408	268
	4,389	5,422
Long-term		
Property, plant and equipment (Note 3)	15,529	15,316
	19,918	20,738
<i>Liabilities</i>		
Current		
Accounts payable and accrued liabilities	4,227	4,629
Repayable Parliamentary appropriations (Note 15)	325	826
Current portion of deferred contributions - Montréal Science Centre (Note 4)	262	348
	4,814	5,803
Long-term		
Deferred contributions - Montréal Science Centre (Note 4)	1,137	953
Deferred property, plant and equipment financing (Note 5)	13,076	12,825
	14,213	13,778
	19,027	19,581
<i>Shareholder's Equity</i>		
Retained earnings	891	1,157
Capital stock (Note 6)	-	-
	891	1,157
	19,918	20,738

Contingencies (Note 12)

Commitments (Note 13)

See accompanying notes to financial statements

Approved by the Board of Directors:

Director

Director

OLD PORT OF MONTREAL CORPORATION INC.

Statement of Operations and Retained Earnings

For the year ended March 31

	2005	2004
	(in thousands of dollars)	
Revenues		
Animation programs	4,637	4,223
Less: Royalties to third parties	157	163
	4,480	4,060
Parking	3,143	2,957
Amortization of deferred contributions - Montréal Science Centre (Note 4)	221	2,757
Concessions	1,510	1,852
Sponsorships and donations	1,276	958
Interest	111	159
Other	967	1,202
	11,708	13,945
 Operating expenditures (Note 7)		
Territorial management	8,572	9,397
Marketing and business development	6,587	6,074
Animation programs	5,149	4,879
Administration	4,554	4,454
Depreciation of property, plant and equipment	2,636	3,894
	27,498	28,698
 Excess of operating expenditures over revenues	15,790	14,753
Parliamentary appropriations - Operating expenditures	13,375	13,487
Amortization of deferred property, plant and equipment financing (Note 5)	2,149	1,709
	(266)	443
 Retained earnings, beginning of year	1,157	714
Retained earnings, end of year	891	1,157

See accompanying notes to financial statements

OLD PORT OF MONTREAL CORPORATION INC.

Statement of Cash Flows

For the year ended March 31

	2005	2004
	(in thousands of dollars)	
Operating activities		
Net operating results	(266)	443
Non-cash items:		
Depreciation of property, plant and equipment	2,636	3,894
Amortization of deferred property, plant and equipment financing	(2,149)	(1,709)
Amortization of deferred contributions	(221)	(2,757)
Change in non-cash assets and liabilities	(632)	761
<i>Cash flows from operating activities</i>	<u>(632)</u>	<u>632</u>
Financing activities		
Montréal Science Centre fund-raising campaign	319	1,233
Parliamentary appropriations for acquisition of property, plant and equipment	2,400	4,532
Repayment of loan from the Government of Canada	-	(2,404)
<i>Cash flows from financing activities</i>	<u>2,719</u>	<u>3,361</u>
Investing activities		
Acquisition of property, plant and equipment	(2,849)	(4,649)
<i>Cash flows from investing activities</i>	<u>(2,849)</u>	<u>(4,649)</u>
Change in cash and cash equivalents during the year	(762)	(656)
Cash and cash equivalents, beginning of year	4,091	4,747
Cash and cash equivalents, end of year	<u>3,329</u>	<u>4,091</u>
Represented by:		
Cash	1,829	2,091
Certificate, 2.4%, maturing on March 2, 2006, redeemable at any time (2004: 2.1%)	1,500	2,000
	<u>3,329</u>	<u>4,091</u>

See accompanying notes to financial statements

OLD PORT OF MONTREAL CORPORATION INC.

Notes to Financial Statements as at March 31, 2005

1. Authority and activities

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

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

2. Significant accounting policies

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

a) Property, plant and equipment

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

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

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

b) 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.

OLD PORT OF MONTREAL CORPORATION INC.

Donations, grants and other :

The Corporation uses the deferral method to account for contributions, which are generally earmarked for specific purposes. They are deferred and recognized as revenue in the year in which the related expenses are incurred. Contributions appropriated for the acquisition of depreciable property, plant and equipment are recognized as revenue over the useful life of the property, plant and equipment acquired.

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 responsibility or obligation regarding this plan.

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, claims from suppliers, and useful life of property, plant and equipment are the most significant items requiring estimates to be made. Actual figures may differ substantially from these estimates.

OLD PORT OF MONTREAL CORPORATION INC.

3. Property, plant and equipment

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

	2004		
	<i>Cost</i>	<i>Accumulated depreciation</i>	<i>Book value</i>
	(in thousands of dollars)		
Leasehold improvements	7,428	576	6,852
Buildings	147	14	133
Computer equipment	1,639	1,251	388
Exhibitions	10,003	8,990	1,013
Software	1,066	666	400
Machinery, tooling and equipment	7,965	3,324	4,641
Automotive equipment	1,023	849	174
Office furniture and equipment	1,905	958	947
Work-in-progress	768	-	768
	31,944	16,628	15,316

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:

	2005	2004
	(in thousands of dollars)	
Balance, beginning of year	1,301	2,825
Donations	-	338
Sponsorships	-	644
Subsidies and other	319	251
Amortization of deferred contributions	(221)	(2,757)
Balance, end of year	1,399	1,301

OLD PORT OF MONTREAL CORPORATION INC.

5. 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:

	<i>2005</i>	<i>2004</i>
	(in thousands of dollars)	
Balance, beginning of the year	12,825	10,002
Parliamentary appropriations received during the year for property, plant and equipment acquisitions and improvements	2,400	4,532
Amortization for the year	(2,149)	(1,709)
Balance, end of year	13,076	12,825

6. Capital stock

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

7. Summary of operating expenditures by major category

	<i>2005</i>	<i>2004</i>
	(in thousands of dollars)	
Salaries and fringe benefits	12,195	11,197
Advertising	3,159	3,181
Depreciation	2,636	3,894
Maintenance	2,446	2,113
Taxes, permits and utilities	2,073	1,954
Movie rental	872	1,007
Professional fees	690	959
Office expenses	379	387
Travel and entertainment expenses	366	434
Exhibitions	314	404
Telecommunications	279	331
Other	2,089	2,837
	27,498	28,698

OLD PORT OF MONTREAL CORPORATION INC.

8. Montréal Science Centre Foundation

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

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

According to the trust 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 remitted the amount of \$80,000 to the Corporation for the year ending March 31, 2005 (no amount in 2004).

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

Montréal Science Centre Foundation

<i>Financial position</i>	2004	2003
	(in thousands of dollars)	
Total assets	1,117	487
Total liabilities	1,024	373
Total net assets	93	114
<i>Operating results</i>		
Revenues	139	104
Expenses	160	26
Net results	(21)	78
<i>Cash flows</i>		
Cash from operating activities	630	422
Cash outflows - financing activities	-	-
Cash increase	630	422

9. Fair value of financial instruments

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

OLD PORT OF MONTREAL CORPORATION INC.

10. Non-monetary transactions

The Corporation has granted exclusive rights to certain sponsors for the sale of their products in exchange primarily for advertising. These non-monetary transactions with unrelated parties were recorded equally in revenues and expenditures. They were estimated to total \$598,000 in 2004-2005 (\$480,000 in 2003-2004), which represents the fair value of the assets and services received.

11. Related party transactions

The Corporation is related in terms of common ownership to all Government of Canada departments, agencies and Crown corporations. The Corporation enters into transactions with these entities in the normal course of business.

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, 2005, the cost of these contracts totalled \$316,000 (\$1,063,000 in 2004) and is included under the category of work in progress and leasehold improvements.

The Corporation carried out work at the Old Port for which it charged PWGSC. The total amount invoiced for the year ended March 31, 2005 totalled \$617,000 (\$116,000 in 2004). The balance receivable for this work totals \$111,000 as at March 31, 2005 (\$4,000 in 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 amounted to \$603,000 for the fiscal year (\$516,000 in 2004) and are included in the territorial management expenditures.

c) Joint operations

The Corporation and federal and provincial museums are party to agreements for the sharing of exhibition production costs in the normal course of operations. The Corporation had a commitment under these agreements for \$765,000 (\$200,000 in 2004) for the year ended March 31, 2005. In this respect, an amount of \$307,000 (\$52,000 in 2004) is included in work in process under property, plant and equipment.

12. Contingencies

In the normal course of its activities, the Corporation is either a claimant or a defendant in a number of claims or lawsuits. Various claims have been filed or lawsuits instituted against the Corporation. In management's opinion, the outstanding issues as at March 31, 2005 are of a current nature. Management has constituted what it considers to be sufficient provisions and is of the opinion that the resolution of these contingencies should not have a major unfavourable impact on the Corporation's financial situation.

OLD PORT OF MONTREAL CORPORATION INC.

13. Commitments

As at March 31, 2005, operating commitments until 2010 total \$2.0 million (\$2.5 million as at March 31, 2004), primarily for rent, maintenance, leases, advertising contracts and professional services. Property, plant and equipment commitments amount to \$0.9 million (\$2.3 million as at March 31, 2004).

(in thousands of dollars)

2005-2006:	1,769
2006-2007:	642
2007-2008:	244
2008-2009:	131
2009-2010:	122
	<u>2,908</u>

14. Asset retirement obligations

On April 1, 2004, the Corporation retroactively adopted the method of accounting for asset retirement obligations as stipulated in Section 3110 of the Canadian Institute of Chartered Accountants Handbook, *Asset Retirement Obligations*. The new rules apply to legal obligations associated with the retirement of a tangible long-lived asset that result from its acquisition, construction, development or normal operation. The Corporation assessed its asset retirement obligations and determined that it did not have any to take into account in its financial statements.

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

OLD PORT OF MONTREAL CORPORATION INC.

15. Reconciliation of net results from operations to Government Funding

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

	2005	2004
	(in thousands of dollars)	
Excess of operating expenditures over revenues	15,790	14,753
Items not affecting government funding:		
Amortization of deferred contributions	221	2,757
Depreciation of property, plant and equipment	(2,636)	(3,894)
Parliamentary appropriation required to fund operations	13,375	13,616
Amount used to acquire property, plant and equipment	2,400	4,532
Parliamentary appropriation used	15,775	18,148
Parliamentary appropriation authorized and received	16,100	18,400
Repayable Parliamentary appropriations:		
Current year	325	252
Preceding years	-	574
	325	826

16. Comparative figures

Certain 2004 figures were restated to conform to the presentation of the current year.

Partners

Concession holders

Amberlux	Franx Supreme	Quadricycle Rentals
AML Cruises	Grands Voyageurs – remote-controlled boats	Queues de Castor and jus Moozoo
AML ticket counter and boutique	Henné Sutra	Reuves et cigares du Vieux-Port
Amphi-Bus	Jet-boating the Rapids	Rodeo Speedboating
Anton's Photo Service	La Crémère	Shed 16 Labyrinth
Aramark	Le Petit Navire	Spa Auto
Artisanat Arauco	Le Café de la Promenade	Sous le soleil et la pluie
Autocar Impérial	Le Taboulé	Sul posto
Aventure sans fin	Lucky Luc	Sul posto pizza
Bateau-Mouche	Lumière magique	Terrasses Bonsecours
Bazar international	Nautibus	Tiki Ming
Boutique Jacques-Cartier	Navettes maritimes du St-Laurent	Trapézium
Café des Éclusiers	Nevtours	Vélo Aventure
Chic accessoires	Océan Pacifique	WW Devises étrangères
Chrono	Océano Massothérapie	Zap Old Port
Crémères Aramark	Patins Patins	Zoomatic bistro-boutique
Dauphins du St-Laurent	Pedalocation	Zoomatic junior
Electric Taxis		
Formule 1 du Canada		

Events organized by partners and outside producers

Battle of Atlantic Sunday	Harbour Symphonies	Salsafolie
Bouquinistes du Saint-Laurent	Labatt Cinema	Silophone
Campbell Concerts	Les Escales Improbables	Shakespeare-in-the-Park
Canada Day Festivities	Les Féeries de Noël	Stewart Museum
Ceremony of Remembrance	Les Francofolies de Montréal	Tango libre
Children's international cultural encounter	Montréal Baroque Festival	Technophiles Take to the Road
Défi d'acier (Steel Challenge)	Montréal High Lights Festival	The Ice Cup
Easter Seals	Montréal International Reggae Festival	Urban Art Museum
Ghost Trail of Old Montréal	Montréal's Oysters Festival	Wine Show
Greek Festival	NATO fleet visit	Winter's Finally Here!
Halloween week-end	One-of-a-Kind Montréal	

Partners of the Old Port of Montréal



Corporate sponsors



Sponsor of the Children's Playground

Saturn

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

Government Works and Public Services Canada
Treasury Board
Economic Development Canada



Sponsor of the IMAX® Theatre



Presenting sponsors of the Montréal Science Centre



Sponsors of the Montréal Science Centre



Promotional sponsors of the Montréal Science Centre

The Weather Network
Corbeil

Donors of the Montréal Science Centre

The Trottier Family Foundation
Bell Canada
Imperial Oil Foundation
Pratt & Whitney Canada
Cascades
Imperial Tobacco

The Royal Bank of Canada
Laurentian Bank Foundation



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