

The 2025 Montreal Gathering

Montreal is a vibrant city where European charm and cutting-edge creativity coexist. Montreal has exhilarating entertainment, Old World history and inspiring architecture. The city has been a destination for many immigrants and is widely considered to be one of North America's most cosmopolitan cities.

The St. Lawrence River made Montréal a major transportation hub and the financial/industrial center of Canada for many years.

The key themes of the 2025 Montreal Gathering are:

- City of Diversity – European Culture and Northern American way of life
- Cutting Edge Architecture
- Leadership in Artificial Intelligence
- Center of Trade and Commerce – the Port of Montreal
- Canada Lands Waterfront revitalization projects
- New Master Planned Community with Destination Luxury Retail
- Housing Affordability Initiatives

Montreal Gathering Program prepared
by the LAI Gathering Committee,
Cheryl Soon, Chair

2025 Dates:

Arrival: September 10, 2025

Program: September 11 – 13, 2025

Departure: September 14 or trip extension

Conference Hotel: Hotel Place d'Armes



Credit: Eva Blue, Tourism Montreal

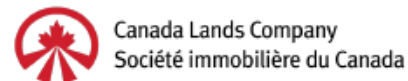


Credit: Hotel Place d'Armes website



Credit: Ian James Lord

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Canada Lands Company
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MHBC
PLANNING
URBAN DESIGN
& LANDSCAPE
ARCHITECTURE

Program at a Glance (Subject to Revision)

As of November 11, 2024

Day 1 Thursday - September 11

LAI Board of Governors and LEF Board Meetings

7:30 am – 8:30 am Breakfast for EC, LAI and LEF Board and Committee Members

8:30 am – 12 pm EC, Presidents Roundtable and LAI and LEF Board meetings

Suggested Additional Walking Tours & Activities for People not Attending Business Meetings:

- Quartier des Spectacles
- Montreal Underground City
- Notre Dame Basilica

Gathering Begins at Hotel Place d'Armes

1:30 pm – 2:00 pm Welcome Speaker and Program Directions

2:00 pm – 3:30 pm Presentation – Housing Affordability

3:45 pm – 5:30 pm Walking Tour w/guides - Old Montreal

Evening - 7:00 pm – 9:30 pm

Presidents Reception and Dinner

Hotel Nelligan Rooftop Restaurant

Day 2 Friday September - 12

8:00 am – 9:00 am Breakfast at Place d'Armes Hotel

9:00 am – 10:30 am Artificial Intelligence: influence on Montreal Development and major Trends. Exploratory and applied futures.

10:30 am – 11:15 am Bus to Royalmount

11:15 am – 12:30 pm Presentation on Royalmount

12:30 pm – 2:00 pm Lunch & explore on your own in Royalmount

2:00 pm – 2:30 pm Bus to University of Montreal Campus

2:30 pm – 3:30 pm Presentation – Cutting Edge Architecture

3:30 pm to 4:15 Walking Tour of Campus MIL

4:15 pm to 5:15 pm Bus to Hotel with Scenic Stop at Mount Royal Park

Evening – Dine-Around Tables for 8 or Dinner on your own

Day 3 Saturday September - 13

8:00 am – 9:30 am Breakfast at Place d'Armes Hotel

9:30 am – 10:00 am Walk to Montreal Science Center

10:00 am – 11:30 am Presentation: Port of Montreal – Canadian National Railway, St. Lawrence Seaway and Port Authority

11:30 am – 11:45 Break

11:45 am – 12:45 pm Presentation: Canada Lands Major Waterfront Revitalization Projects

12:45 pm – 1:30 pm Lunch, Montreal Science Center

1:30 pm – 2:15 pm Walking tour of Port of Montreal and Grand Quay and Tower Experience

2:15 pm – 6:00 pm Optional Tours or Free Time

6:00 pm – 9:00 pm Closing Reception and Awards Dinner

MONTREAL GATHERING PROGRAM

Day 1 - Thursday September 11

Mission Unitaines Housing



Credit: Mission Unitaines,

Welcome Speakers and Gathering Overview

Housing Affordability Program, presented in co-operation with the LAI Global Initiatives Committee –

This program will focus on housing affordability issues in Montreal and how these connect with challenges felt throughout Canada and the US.

Samuel Watts from Mission Bon Accueil will provide an overview on the housing crisis in Quebec in general, and Montreal specifically.

www.missionbonaccueil.com

Caroline Sauriol from Mission Unitaines will their exciting approach to providing affordable, quality social housing.

<https://www.missionunitaines.ca/>

Angela Brooks, Director Illinois Program at Corporation for Supportive Housing, will provide a US perspective on approaches to the delivery of housing affordability.

<https://www.csh.org/>

Walking Tour w/guides - Old Montreal

The multiple small group walking tours of Old Montreal will provide a historical perspective of Old Montreal, plus insights into its recent revitalization.



Credit Daph & Nico: Tourism Montreal Credit: Eva Blue, Tourism Montreal

Presidents Reception and Dinner – Hotel Nelligan Rooftop Terrace

A highlight of Day 1 is the Presidents Reception and Dinner at the Hotel Nelligan. Join old friends and make new friends at this panoramic venue with great views of Montreal.



Credit: Ian James Lord

Day 2 - Friday September 12

Moov AI Logo



Credit: Moov AI website

Royalmount Development



Credit: Tim Youmans



Credit: Tim Youmans

Breakfast at Hotel Place d'Armes

Program: Artificial Intelligence

Artificial Intelligence is beginning to have significant influence on all aspects of land use and development. Montreal is one of the world's centers of AI development.

This program will feature speakers from Moov AI. Moov AI provides artificial intelligence solutions to a variety of industries including real estate development using today's AI technologies. Moov AI's solutions solve business challenges and improve decision-making processes.

<https://moov.ai/en>

Our speakers will also highlight Mila – Quebec's Artificial Intelligence Institute. Mila is recognized worldwide for its major contributions to AI.

<https://mila.quebec/en>

Program and Tour: Royalmount Master Plan Community

Royalmount is a groundbreaking approach to how people work, learn, play and live. The largest private development in Quebec, Royalmount is a densified, mixed-used project with massive greening, public transit access and a focus on active mobility.

Our program will include a presentation by Claude Marcotte of CarbonLeo, the Royalmount developer.

We will tour and have lunch on your own at the recently opened Royalmount luxury retail mall. The mall is the first phase of the Royalmount Project. It is a new deluxe shopping center home to some of the best-in-class brands, experiences and offerings in the Quebec market. At buildout it will include 170+ stores and 60+ restaurants.

Montreal Sciences Complex – MIL Campus



Credit: Stephane Brugger, Toursim Montreal

View of Montreal from Mount Royal



Credit: Phot Helico Inc – Tourism Montreal

Program and Tour: Cutting Edge Architecture

This program will feature Louis Lemay, Lemay Architects. Lemay Architects strive to design spaces that improve the natural environment, create value for the businesses and communities they serve and improve the lives of the people who use them. The firm, while focused on Quebec, has completed projects worldwide.

If arriving by air, you'll experience Lemay's design of the expansion of the Montreal-Trudeau International Airport terminal.

We will tour one of Lemay's recent projects, the University of Montreal Sciences Complex, known as Campus MIL. The Campus MIL transformed an abandoned urban site into a sustainable and pedestrian hub of innovation, living and education.

<https://lemay.com/>

<https://lemay.com/projects/university-of-montreal-sciences-complex/>

Tour: Scenic Stop at Mount Royal Park Lookout

On our way back to the hotel we will have a brief visit to Mount Royal Park. Inaugurated in 1876, **Mount Royal Park** was designed by Frederick Law Olmsted. The park is a key feature of the city, placing Mount Royal at the heart of Montréal's economic, civic and cultural development. The lookout provides stunning views of downtown Montreal and the St. Lawrence River.

Evening – Tables for 8 or Dinner on your own

Sign up for a table of 8 at one of Montreal's great restaurants or have dinner on your own. Sign up for Tables of 8 will be on Day 1.

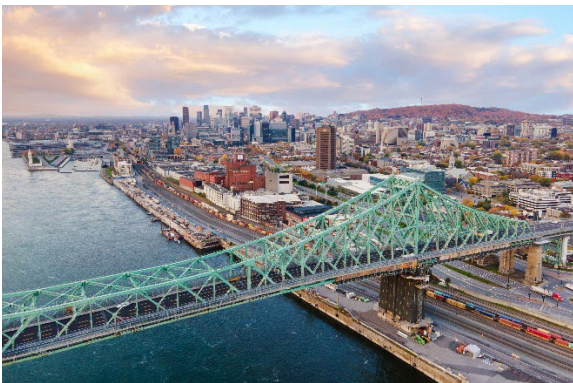
Day 3 - Saturday September 13

Port of Montreal



Credit: Alexandre Choquette, Tourisme Montreal

Port of Montreal and CN Trains



Credit: JF Savaria, Tourism Montreal

Breakfast at Hotel Place d'Armes

Short Walk to Montreal Science Center

Presentation – Port of Montreal and St. Lawrence Seaway. Canada's East Coast Center of Trade.

This program will focus on the Montreal importance in trade for both Canada and the US. Expansion of port activities involves many seaside and land side land use issues, as well as significant transportation related issues. Speakers will include representatives from the Port of Montreal, Canadian National Railway (CN), and the regional transportation planning agency.

The Port of Montreal is building the new Contrecoeur Terminal Expansion project. As the current Port of Montreal facilities face increased demand, this terminal is a necessary expansion for importers, exporters and consumers.

<https://www.port-montreal.com/en/ctc-home>

CN rail and trucking operations support the Port of Montreal and provide service throughout Canada and into the United States as far south as New Orleans.

<https://www.cn.ca/en/>

Transportation issues are central to the expansion of port activities. Improvements must not only provide access and egress for freight operations, but also improve traffic flows for Montreal's residents and businesses.

Montreal Science Center



Credit: Montreal Science Center, Tourism Montreal

Presentation: Discovering Major Projects in Montreal: the Canada Lands Company vision

Canada Lands Company is a self-financing, federal Crown corporation specializing in real estate and development, and attractions management. For 30 years, the Company has developed some of the most sought-after communities in Canada while serving as the innovative steward of some of the country's most iconic attractions.

The Montreal Science Center - dedicated to educating young kids and to introducing them to science – and the Old Port of Montreal - ground zero for the City's active events calendar - are two of Canada Lands' tremendously successful attractions.

Additionally, Canada Lands has an extensive real estate footprint in the City. Learn about the process to revitalize the former waterfront industrial districts into vibrant mixed use, low carbon neighborhoods that support housing, affordability, arts and culture, and a new chapter in the City's future.

Christopher Sweetnam Holmes, Senior Director, Real Estate will highlight Canada Lands completed and upcoming projects along the Montreal new waterfront.

<https://www.clc-sic.ca/>

<https://www.clc-sic.ca/real-estate>

Lunch at the Montreal Science Center

Port of Montreal Pier



Credit: Eva Blue, Tourism Montreal

Port of Montreal Tower



Credit: Stephan Poulin, Tourism Montreal

Walking Tour: Port of Montreal Grand Quay and Tower Experience

The Grand Quay of the Port of Montreal is a new urban space developed by the Montreal Port Authority (MPA). Located between the river and the city, it features a contemporary cruise terminal, new green spaces open to the public and a Port Centre. It stands out for its positive impacts in terms of sustainable development and its landscape planning, as well as its electric shore power technology for cruise vessels and its approach to connecting with the community.

At the end of the Quay, the 65-meters high Port of Montreal Tower provides the most beautiful view of the City, Port of Montreal, and the St. Lawrence River.

Bateau-Mouche Harbor Tour



Credit: Bateau- Mouche, Tourism Montreal

Museum of Archaeology & History



Credit: Caroline Bergeron, Tourism Montreal

Notre Dame Basilica



Credit: Moment Factor, Tourism Montreal

Montreal Science Center – Awards Dinner



Credit: Claude Dallaire, Tourism Montreal

Afternoon Optional Activities (Self Directed) Extra Charge

A. Boat Tour – Bateau-Mouche – 2:30 harbor tour

Enjoy a 60 minute tour of the Montreal Harbor and St. Laurence Seaway
<https://bateaumouche.ca/en/>

B. Montreal Archeological & History Museum

A designated national archaeological and historic site, Pointe-à-Callière is home to the very birthplace of Montréal and focuses on several centuries of history, from the time of the First Peoples to the present day. See the impressive underground archaeological remains
<https://museesmontreal.org/en/museums/pointe-a-calliere-montreal-archaeology-and-history-complex>

C. Notre Dame Basilica

The Basilica was built between 1824 and 1829. The edifice is amongst the most dramatic in the world and regarded as a masterpiece of Gothic Revival architecture. The vaults are colored deep blue and decorated with golden stars, and the rest of the sanctuary is decorated in blues, azures, reds, purples, silver, and gold. It is filled with hundreds of intricate wooden carvings and several religious statues.
<https://www.basiliquenotredame.ca/en>

Or Free Time

6:00 pm – 9:00 pm Awards Dinner at the Montreal Science Center

Our Gathering ends with a reception and awards dinner.

Speakers Biographies –

Samuel Watts

CEO/Executive Director, Welcome Hall Mission



Sam serves as CEO of Mission Bon Accueil/ Welcome Hall Mission, an organization founded in 1892. It has an annual budget of approximately 32 million dollars, more than 175 full time employees and over 400 volunteers. Dedicated to eradicating chronic homelessness and hunger in Montreal, it operates emergency and supported housing services, a mental health treatment unit affiliated with McGill and the Psychiatry Department of the Jewish General Hospital, a rehabilitation service in partnership with the CIUSSS entre-Sud, and a modern free dental clinic with six operatories in a partnership with McGill University's Faculty of Dental Medicine and Oral Health Sciences.

Prior to joining the Mission in 2016, Sam worked in a variety of management roles at a Fortune 100 company in Montreal. He was also an independent team effectiveness consultant to corporations, governments and not for profit organizations acting as a catalyst, facilitator and executive coach.

Sam is the author of “Good Work Done Better”, a book that proposes new ways of thinking in the community-based non-profit sector. He has also authored numerous articles that have appeared in local and national publications.

He serves on a number of non-profit boards including The Canadian Alliance to End Homelessness and L'Arche Canada. In 2022 he was appointed to sit on the National Housing Council of Canada. In that capacity, he had the opportunity to chair Canada's first ever review panel into the financialization of rental housing.

Caroline Sauriol
CEO Mission Unitaînés



Engineer and sociologist, Caroline Sauriol is the CEO of Mission Unitaînés, since its creation in November 2023. This non-profit organization's mission is to build social housing for the elderly people, vulnerable with low income. Previously, she led the not-for-profit *Little Brothers* through a significant growth period throughout Quebec with the elderly people. Caroline Sauriol has also participated in research projects covering areas related to elderly people and social gerontology. Also, she has been involved with several organizations such as YMCA in Québec and Canada, Imagine Canada and L'Institut du Nouveau Monde. She is a dynamic and engaging communicator.

Angela D. Brooks, FAICP Bio
Director of the Illinois office of the Corporation for Supportive Housing



Angela Brooks is the Director of the Illinois office of the Corporation for Supportive Housing and the Immediate Past President of the American Planning Association. She currently serves on the Chicago Board of Zoning Appeals, the Illinois Affordable Housing Advisory Commission, and is co-chair of the national Housing Supply Accelerator helping communities meet the housing needs of residents. Brooks is a native of Seattle and a graduate of Jackson State University, where she received her Bachelor of Arts in Urban Studies, and the University of New Orleans, where she received a Master of Urban and Regional Planning. She has dedicated her career to ensuring every human has a safe, decent, affordable place to call home.

Angela is also a kidney donor and passionate advocate working to increase minority organ donors.

Social Media Links: <https://linktr.ee/angeladbrooks>

Olivier Blais

**Co-Founder & Head of Decision Science
Chair, Canadian Committee ISO/IEC Artificial Intelligence**



Olivier is co-founder and VP of Decision Science at Moov AI, a Quebec leader in data valorization and artificial intelligence. He leads innovation there to deploy applied AI solutions and generative AI capabilities for companies like Pratt & Whitney, Metro, STM, Ricardo, CANAM, and Alloprof.

His personal goal is to help companies deploy robust and ethical AI solutions that improve decision-making. In 2023, he was appointed president of the Canadian ISO/IEC committee for the standardization of artificial intelligence systems. He is also the author of ISO/IEC 25059 and ISO/IEC 25058, which are highly strategic in evaluating the quality of AI systems.

Olivier is also very active with Quebec's innovation council and professional organizations such as CPA Canada and AICPA to facilitate change management accelerated by advances in AI.

Mike Cloutier, Ph.D.

**Managing Director, Data & AI Strategy and
Transformation**



Mike is the Managing Director at Moov AI and formerly the Principal Director of Data Science & Machine Learning Engineering at Accenture Canada. Mike is passionate about leveraging data, analytics, and AI to propel organizations' competitive advantage, drawing on his unique experience in data science, machine learning, cloud architecture, data monetization, economics, leadership, and strategic advisory.

His philosophy is based on three fundamental pillars: Empowering teams to foster a creative and high-performing environment. Creating go-to-market plans focused on tangible results for clients and stakeholders; Commitment to responsible applications that prioritize ethics, privacy, and security

Convinced that enlightened leadership enables organizations to unlock their full potential and make a significant impact, he is dedicated to driving transformative change.

Alexis Raymond

Manager, Data & AI Strategy & Transformation

Alexis is passionate about harnessing the transformative power of data and artificial intelligence. He is responsible for data and AI strategy at Moov AI. He brings a unique blend of business acumen and technical expertise to ensure that organizations can make the most of their data in the most efficient and responsible way possible.

With extensive experience advising executives in the financial services, retail, and public sector on

their data and AI strategy, he helps organizations unlock their true potential and reinvent themselves. By aligning business objectives with cutting-edge technologies, he enables clients to make data-driven decisions, drive innovation, and create sustainable competitive advantages.

Claude Marcotte

Executive Vice President and Partner Carbonleo



With extensive experience spanning more than 30 years, Claude Marcotte is an expert in the field of real estate, having notably contributed to the development of Montreal's Griffintown District and the implementation of the Tour des Canadiens and the Bois-Franc project. Currently, Vice President and Partner at Carbonleo, he plays a key role in the company's various flagship projects.

Within the company, Mr. Marcotte is a pillar of strategic development in the implementation of large-scale architectural projects. He is responsible for managing agreements with the municipal stakeholders and external consultants involved in the planning and implementation of Carbonleo's projects.

Louis Lemay

President, Lemay Architecture



Louis Lemay became President of the firm in 1998. Since then, he has driven Lemay's growth from its beginnings in Montreal to the establishment of offices in Quebec City, Toronto, Calgary, Edmonton and New York. Devoted to design's ability to solve many of our modern-day problems, he embodies the firm's mission to build spaces for communities and future generations to grow.

His business acumen, adaptive application of models and technologies from a variety of disciplines and drive to create innovative and sustainable living environments has made Lemay the largest privately held architectural practice in Canada and a world leader in the field of built environments. He is a Fellow of the Royal Architectural Institute of Canada,

Mr. Lemay is an essential contributor to the business community and a wide range of charities.

Darren Reynolds

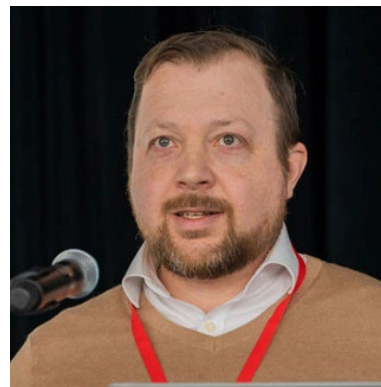
Director, Business Development Sales and Marketing, CN



Darren Reynolds is responsible for driving business development opportunities — including with ports, short lines and other project proponents — in addition to supporting opportunities for operating efficiency and optimizing CN's cohabitation with passenger railways. Darren has a degree in civil engineering from McGill University

Christopher Sweetnam Holmes, Canada Lands

Senior Director, Real Estate - Québec @ Canada Lands Company



Experienced real estate development executive, Christopher Sweetnam Holmes excels at leading complex projects with ambitious objectives. Sweetnam Holmes strategizes to extract maximum value out of projects by combining asset classes and partners in well considered mixed-use scenarios.

Drawing upon his strategy, leadership, and financial modelling expertise, along with his signature wholistic approach which puts users at the center of development strategy, Sweetnam Holmes brings landmark projects to market and drives long-term value creation. He integrates comprehensive community engagement as a key development strategy in order to reduce approval risk, build social acceptability, and create higher value projects. He also advocates for the adoption of new technology and best practices to ensure the success of his projects.

Pre- or Post- Gathering Tour Options Program

Information is provided on a variety of Pre- or Post Gathering tours that could be undertaken before or after the Gathering. Prior to the Gathering, LAI will compile, on-line, a list of persons expressing an interest, by tour.

Individuals may use the list to make connections with others who share similar travel plans.

LAI will not be providing assistance on individual or group travel planning for any Pre- or Post- Gathering tours.

- Option 1: Montreal to Malbaie, Quebec by Train – 5-6 days
- Option 2: Montreal to Tadoussac, Quebec and Return by Rental Car – 6 days
- Option 3- Montreal to Mont Tremblant, Laurentians, by car – 2 to 3 nights

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Learn more at clc-sic.ca/LAI

Les Bassins du Nouveau Havre



Montréal Science Centre



Celebrating
**30 years
of success**
in 2025

Creating complete
communities and
uniquely Canadian
experiences

The Montréal
Science Centre
is the **largest**
science centre in
Canada

Visit the
tallest
Ferris wheel
in Canada



Benny Farm

Old Port of Montréal

