

## 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

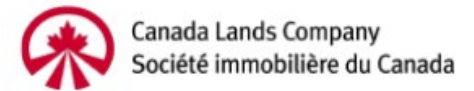


Credit: Hotel Place d'Armes website



Credit: Ian James Lord

## Gathering Sponsors



Tim Youmans Consulting



## **Program at a Glance (Subject to Revision)**

**As of April 9, 2025**

### **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

8:30 am – 10:00 am Artificial Intelligence: influence on Montreal Development and major Trends. Exploratory and applied futures.

10:00 am – 11:00 am Bus to Royalmount

11:00 am – 12:00 pm Presentation on Royalmount

12:00 pm – 2:15 pm Lunch & explore on your own in Royalmount

2:15 pm – 2:45 pm Bus to University of Montreal Campus

2:45 pm – 3:45 pm Presentation – Cutting Edge Architecture

3:45 pm to 4:15 pm 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

6:30 pm – 10:00 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.

Craig Sklenar, a Principal with Stantec, will provide an overview of Quebec and Montreal housing policy, and discuss positive solutions to the growing housing crisis and the principle of housing equity.

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

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

Angela D. Brooks, Chief Housing and Urban Development Officer for Philadelphia, will provide a US perspective on approaches to the delivery of housing affordability.

<https://www.phila.gov/departments/mayor/>

### 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**



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.

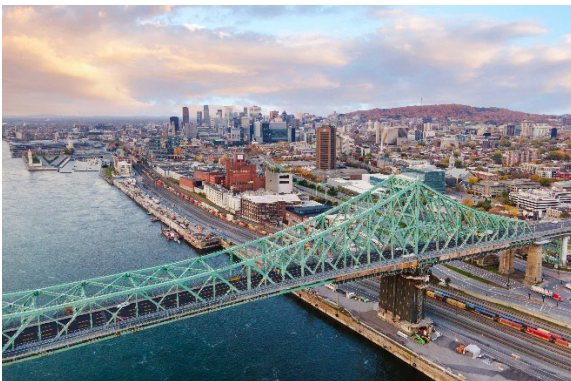
## **Day 3 - Saturday September 13**

### **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**

## **6:30 pm – 10:00 pm Awards Dinner at the Montreal Science Center**

**Our Gathering ends with a reception and awards dinner.**

## Speakers Biographies –

**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 seniors who are vulnerable with low income. Previously, she led the not-for-profit *Little Brothers* through a significant growth period throughout Quebec, also in support of seniors. Caroline Sauriol has also participated in research projects covering areas related to elderly people and social gerontology. 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.

**Craig D. Sklenar**  
Principal and Senior Urban Designer, Stantec



Craig D. Sklenar is Principal and Global Lead for Transit-Oriented Communities at Stantec, working as a senior urban designer and planner with over 20 years of experience leading transformative projects that prioritize equitable development and affordable housing. Craig brings a rare blend of creative design thinking, real estate finance, and community engagement to drive housing-forward planning outcomes, including in Quebec and Montreal.

Throughout his career, Craig has consistently advanced affordable housing strategies—from securing \$18.15 million in HUD Grant funding to purchase and reoccupy foreclosed homes in Evanston, Illinois, to leading station area plans that embed housing affordability into the DNA of TOD policy. Craig's commitment to affordability is also reflected in his public advocacy and writing, including thought pieces on housing crises and the cost of inaction.

**Angela D. Brooks**

**Chief Housing and Urban Development Officer for the City of Philadelphia**



**Angela D. Brooks, FAICP**

Angela D. Brooks, FAICP, serves as the Chief Housing and Urban Development Officer for Philadelphia. She leverages her extensive experience to address the city's housing challenges and urban development needs.

Formerly, Angela served as the Director of the Illinois office of the Corporation for Supportive Housing and she is the Immediate Past national president of the American Planning Association. With over two decades of experience in urban planning, affordable housing, and community development, Brooks has established herself as a leading voice in housing policy and zoning reform.

In her previous role at the Corporation for Supportive Housing, Brooks oversaw training, lending, technical assistance, and systems change work throughout Illinois, managing a \$10M office budget and implementing racial equity frameworks through system change work.

## **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.



## **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**

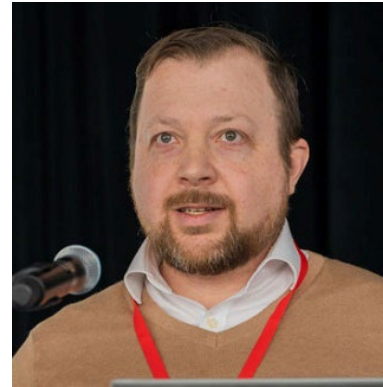
**Director, Business Development Sales and Marketing, CN**



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

## Contacts

### LAI

Cheryl Soon, LAI Gathering Committee Chair  
[csoon8@yahoo.com](mailto:csoon8@yahoo.com)

Tim Youmans, Montreal Co-Chair [timyoumans25@gmail.com](mailto:timyoumans25@gmail.com)

Ian Lord, Montreal LAI Co-Chair [ianjameslord@outlook.com](mailto:ianjameslord@outlook.com)

Emilie K. Adin, LAI Opening Program Leader  
[emiliekadin@gmail.com](mailto:emiliekadin@gmail.com)

Sheila Novak, LAI Executive Director  
[sheila@gettingitdone.com](mailto:sheila@gettingitdone.com)

Dr. James Fawcett, LAI Awards Committee Chair & Port of Montreal Session leader [fawcett@usc.edu](mailto:fawcett@usc.edu)

Richard Cook, LAI Global Initiatives Committee  
[rcook0101@icloud.com](mailto:rcook0101@icloud.com)

### Event Planners

Nadine Landry, LaBoum [nlandry@laboum.ca](mailto:nlandry@laboum.ca)  
Josee Dufresne, LaBoum [jdufresne@laboum.ca](mailto:jdufresne@laboum.ca)





Canada Lands Company  
Société immobilière du Canada

Learn more at [clc-sic.ca/LAI](http://clc-sic.ca/LAI)

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Old Port of Montréal