The 2025 Montreal Gathering

Montreal is a vibrant city where European charm and cuttingedge 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 websit



Credit: Ian James Lord

Gathering Sponsors













Tim Youmans Consulting



Program at a Glance (Subject to Revision)

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:

- o Port of Montreal Grand Quay
- Quartier des Spectacles
- Montreal Underground City
- o 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
7:00 pm – 9:30 pm	Presidents Reception and Dinner
	Hotel Nelligan Rooftop Restaurant

Day 2 Friday September – 12

<u>7</u> :30 am – 8:30 am	Continental Breakfast at Place d'Armes
Hotel	
8:30 am – 10:00 am	Artificial Intelligence: Major trends
	related to land us and influence on
	Montreal Development.
10:00 am – 11:00 am	Bus to Royalmount
11:00 am – 12:30 pm	Presentation on Royalmount
12:30 pm – 2:30 pm	Lunch & explore on your own in
	Royalmount
2:30 pm – 3:00 pm	Bus to University of Montreal Campus
3:00 pm – 4:00 pm	Presentation – Cutting Edge Architecture
4:00 pm to 4:30 pm	Walking Tour of Campus MIL
4:30 pm to 5:30 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

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Continental Breakfast at Place d'Armes
Hotel
Walk to Montreal Science Center
Presentation: Montreal and the St.
Lawrence River. Canada's East Coast
Center of Trade.
Break
Presentation: Canada Lands Major
Waterfront Revitalization Projects
Lunch, Montreal Science Center
Optional Tours or Free Time
Closing Reception and 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 D. Sklenar is a Principal - Urban Design at Arcadis, 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 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

Continental Breakfast at Hotel Place d'Armes

Program: Artificial Intelligence

Artificial Intelligence is beginning to have a 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 Mike Cloutier 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 Al. https://mila.guebec/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.

University of Montreal Sciences Complex - Campus MIL



Credit: Stephane Brugger, Toursim Montreal

View of Montreal from Mount Royal



Credit: Photo 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 you arrive 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 13C

Port of Montreal



Credit: Alexandre Choquette, Tourisme Montreal

Port of Montreal and CN Trains



Credit: JF Savaria, Tourism Montreal

Continental Breakfast at Hotel Place d'Armes

Short Walk to Montreal Science Center

Presentation – Montreal and the St. Lawrence River. Canada's East Coast Center of Trade.

This program will focus on the importance of Montreal and the St. Lawrence River in trade for both Canada and the US. Expansion of port and intermodal activities involves many seaside and landside land use issues, as well as significant transportation related issues.

In addition, comprehension of geopolitics, economy, technology and politics are critical to support significant infrastructure projects. These Transportation and logistics issues are central to the growth of the Montreal economy.

To discuss these challenges and opportunities, we will receive representations Cargo M, Canadian National Railway (CN) and CGI..

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 Grans Quay



Credit: Eva Blue, Tourism Montreal

Port of Montreal Tower



Credit: Stephan Poulin, Tourism Montreal

Cancelled

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, the Port of Montreal, and the St. Lawrence River.

Note: The walking tour and Tower experience has been cancelled. The Port of Montreal booked an exclusive event at the Tower for Saturday.

You can still go on a self guided tour of the public portions of the Grand Quay on Saturday afternoon. You can also visit the Grand Quay at other times during your stay in Montreal. The only chance to visit the Tower is Sunday September 14. The cost is CAD \$13.

Le 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 – Le 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 <u>Gothic Revival</u> 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 – 10:00 pm Closing Reception and Dinner

Montreal Science Center

Gathering ends with a reception, dinner and awards ceremony.

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, Arcadis



Craig D. Sklenar is Principal - Urban Design at Arcadis. He has 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. 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, FAICP
Chief Housing and Urban Development Officer for the City of Philadelphia



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., Moov Al Managing Director, Data & Al 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.

Louis-Philippe Allard Executive Director, CargoM



Louis-Philippe Allard is the Executive Director of CargoM, logistic and transportation metropolitan cluster of Montreal, since November 2024. A dynamic leader, Louis-Philippe has 20 years of experience in operations management, partnership development and large-scale international event organization. After holding key roles at the International Economic Forum of the Americas (IEFA) and in a major Montreal law firm, he became IEFA's Vice-President and Chief Operating Officer in 2013.

Louis-Philippe joined the Finance Montréal team in the spring of 2022 to successfully relaunch in its new form the Canada Fintech Forum, the largest financial technology event in the country Born in Montreal and a graduate of HEC Montréal, Louis-Philippe is deeply involved in Quebec's entrepreneurial community and sits on a number of boards, including the board of the Foundation de l'Hôpital du Sacré-Cœur.

Magali Amiel, PhD, CMILT CGI Partner, Director Expert – Transport and Partner



Magali's career is atypical but follows a very strong common thread-that of strategies for the movement of goods and innovation. A geographer by training, passionate about geopolitics, she specializes in transport and logistics, which are the backbone of globalization, our well-being and the growth of societies. Magali is a recognized expert in logistics and transportation, with over 20 years of international experience in strategy, consulting, and operational management in the transportation and logistics (T&L) industry.

Her recognition by her peers for her sense of diplomacy, leadership, and expertise underscores her influence in the industry, leading her to contribute to strategic, innovative, and transformational projects. She actively contributes to key industry associations such as CILTNA, InnovLog, and the Montreal Traffic Club. Magali is frequently sought after for her insights on large-scale transportation and logistics projects in North America and Europe.

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

Alain Berard
Senior Director of Development, Real Estate and
Environment for the Port of Montreal



Alain Berard joined the port in June 2022. He is currently responsible for developing new supply chains, managing the Port's real estate portfolio and the environment team.

Alain has spent his entire career in all facets of transportation and logistics. Before joining the Port of Montreal, Alain spent 25 years working for a Class I rail carrier in various functions, operations, customer service, sales and marketing, supply chain and IT. Alain also has 5 years of experience in the trucking industry.

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

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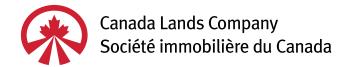
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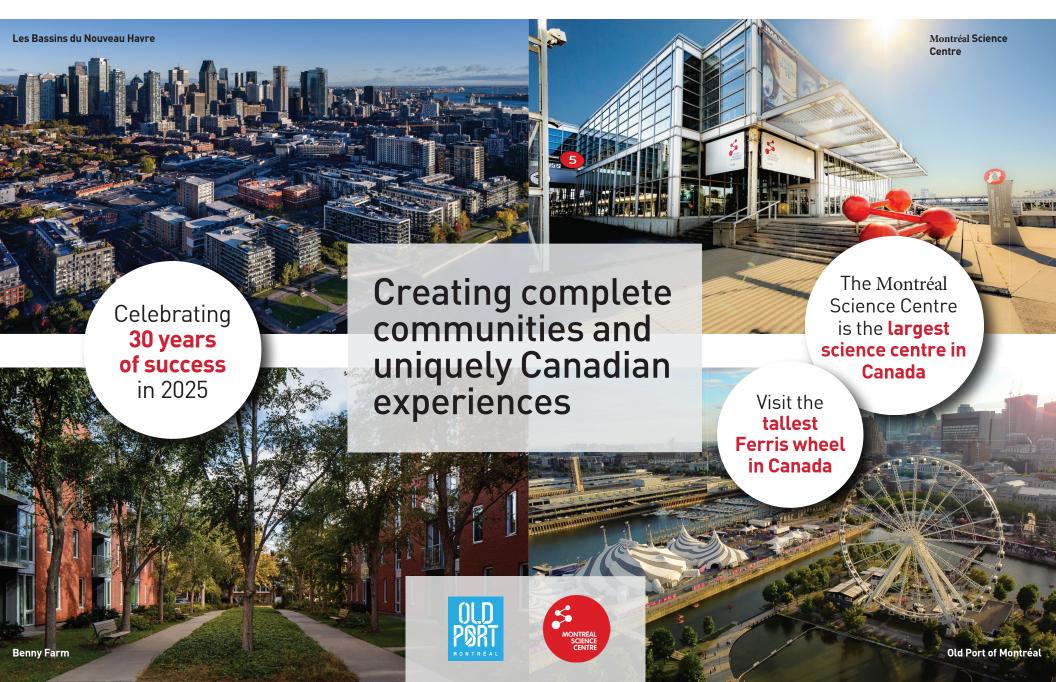






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