



OFFICE OF THE  
**INTEGRITY  
COMMISSIONER**  
TORONTO

**Paul Muldoon**  
Integrity Commissioner  
375 University Ave., Suite 202  
Toronto, ON M5G 2J5  
416-397-7770 | [Paul.Muldoon@toronto.ca](mailto:Paul.Muldoon@toronto.ca)

February 12, 2025

Sent via Email (No Original to Follow): [Councillor\\_Carroll@toronto.ca](mailto:Councillor_Carroll@toronto.ca)

Shelley Carroll  
Councillor, Don Valley North  
Toronto City Hall  
100 Queen St. W., Suite A3  
Toronto, ON M5H 2N2

Dear Councillor Carroll:

**Re: Sponsored Travel provided by the International Economic Forum of the Americas for Your Trip to Paris, France; December 13 to 19, 2024**

Thank you for providing me with a Travel Declaration Form for the above-noted trip. In my view, the travel related benefits you have disclosed are in compliance with section (f) of Article 4 (Gifts and Benefits) of the *Code of Conduct for Members of Council* as travel was sponsored by the International Economic Forum of the Americas for an event that you attended in your official capacity as City Councillor.

I form this view based on my review of:

1. the Travel Declaration Form dated January 28, 2025;
2. the IEFA Paris Mission Binder 2024;
3. an Air Canada booking confirmation;
4. an email from Viktor Samonov outlining the hotel costs, dated January 16, 2025;
5. a search of the lobbyist registry confirming that the travel sponsor, International Economic Forum of the Americas, is not a registered lobbyist or a client of a registered lobbyist.

This letter, the Travel Declaration Form, and attached supporting material will be posted on the Integrity Commissioner's website, [toronto.ca/integrity](https://toronto.ca/integrity), in accordance with the *Code of Conduct for Members of Council*.

Our office has noted the EU to CAD conversion on the Travel Declaration Form you submitted.

If you have any questions about the disclosure of gifts and benefits, please do not hesitate to contact this Office.

Yours truly,

A black rectangular redaction box covering the signature of Paul Muldoon.

Paul Muldoon  
Integrity Commissioner

Enclosures (4): Travel Declaration Form dated January 28, 2025  
IEFA Paris Mission Binder 2024  
Air Canada booking confirmation  
Viktor Samonov email outlining the hotel costs, dated January 16, 2025

Cc: Lesley Ruscica, Manager, Council & Support Services  
Mike Pacholok, Deputy City Clerk, Member Services & Program Support

This form is used in the declaration of travel costs provided by a third party for Council Members in the performance of their duties if the value exceeds \$300, or if total value received from any one source during a calendar year exceeds \$300.

**INFORMATION TO BE COMPLETED BY COUNCIL MEMBER**

<b>Council Member:</b>	Shelley Carroll	
<b>Purpose of Trip:</b>	IEFA Conference meeting	
<b>Travel Destination:</b>	Paris	
<b>Travel Dates:</b>	12/13/2024 - 12/19/2024	
<b>Additional Information:</b>	in-person meetings with high priority accounts and participation in conference.	
<b>Travel Expenses Covered by Third Party (please complete all that apply)</b>		
<b>Sponsor of Travel:</b>	Name: IEFA Type of Sponsor (check all that apply): <input type="checkbox"/> Government <input type="checkbox"/> Other organization <input checked="" type="checkbox"/> Conference Organizer	
<b>Registration Fees:</b>	\$N/A	
<b>Travel:</b>	\$1969.67 CAD	
<b>Accommodation:</b>	\$1470 EUR    €1,470 was equivalent to approximately CAD 2,201.12 on December 20, 2024. <i>LD</i>	
<b>Ground Transportation:</b>	\$	
<b>Per Diem/Sundry Expenses:</b>	\$	
<b>TOTAL:</b>	\$1967.67 CAD + €1470 EUR    Total: 4168.79 CAD <i>LD</i>	
<b>Expenses Paid from Council Business Travel Budget</b>	\$	
<b>Expenses Paid from Constituency Services &amp; Office Budget or the annual operating budget for the Office of the Mayor</b>	\$	
<b>Expenses paid from other City of Toronto sources</b>	\$2,780.12 <b>Source:</b> Economic Development & Culture	

Please attach all pertinent information to this form including invitation letter from event organizer, copies of receipts, etc.)

Signed by Council Member: \_\_\_\_\_ *[Redacted Signature]* Date: 01/28/2025

The personal information on this form is collected under the authority of the City of Toronto Act, 2006, ss. 157 and 159, and By-Laws 1076-2006, 154-2007 and 861-2008. The information is used to ensure compliance with the Code of Conduct for Members of Council and will be made public. The information will be provided to the Office of the City Clerk to report the donation as a Gift and Benefit. Questions about this collection can be directed to the Integrity Commissioner, 375 University Avenue, Suite 202, Toronto ON M5G 2J5, at 416-392-3826, or at [integrity@toronto.ca](mailto:integrity@toronto.ca).

### **Important Information**

This form will be publicly disclosed in accordance with Article IV of the Code of Conduct for Members of Council.

The Code of Conduct for Members of Council, Part IV, Gifts and Benefits, states that no Member shall accept a fee, advance, gift or personal benefit that is connected directly or indirectly with the performance of his or her duties of office, unless permitted by the exceptions listed. The following is listed as an exception:

- (f) food, lodging, transportation and entertainment provided by provincial, regional and local governments or political subdivisions of them, by the Federal government or by a foreign government within a foreign country, or by a conference, seminar or event organizer where the Member is either speaking or attending in an official capacity;

This form will serve as a disclosure statement required by the Code.

Upon receiving the Travel Declaration from the Council Member, the Integrity Commissioner shall review the form to determine whether the gift is permissible. In the event that the Integrity Commissioner makes that preliminary determination, he or she shall call upon the Member for clarification. Should the Integrity Commissioner determine that the gift was not permitted, he or she may direct the Member to reimburse the sponsor for the value.

Questions can be addressed to:

Integrity Commissioner  
416-392-3826  
[integrity@toronto.ca](mailto:integrity@toronto.ca)

Completed and signed form should be submitted to:

The Office of the Integrity Commissioner  
375 University Avenue, Suite 202  
Toronto, Ontario M5G 2J5

### **Authority & Guidelines**

Part IV of the Code of Conduct for Members of Council. Available at [www.toronto.ca/integrity](http://www.toronto.ca/integrity).



PROSPEROUS INNOVATIVE COMPETITIVE DYNAMIC SUPPORTIVE

# IEFA PARIS CONFERENCE

December 13 – December 19, 2024

## TABLE OF CONTENTS:

1. [ITINERARY](#)
  - [SUNDAY, DECEMBER 15](#)
  - [MONDAY, DECEMBER 16](#)
  - [TUESDAY, DECEMBER 17](#)
  - [WEDNESDAY, DECEMBER 18](#)
2. [PARC DE PRINCES STADIUM SITE VISIT](#)
3. [IEFA PARIS 2024](#)
  - [SPEAKING OPPORTUNITIY – PANEL DISCUSSION](#)
  - [PRIVATE EVENTS](#)
4. [IEFA BILATERAL MEETINGS](#)
  - [SIEMENS ENERGY](#) - TBC
  - [ORGANIZATION FOR ECONOMIC CO-OPERATION & DEVELOPMENT](#) - TBC
  - [SAP](#)
  - [CHOOSE PARIS REGION](#)
5. [HQ MEETINGS](#)
  - [SANOFI](#)
6. [ONTARIO INTERNATIONAL TRADE & INVESTMENT OFFICE / CANADIAN EMBASSY](#)
7. [CANADIAN AMBASSADOR TO FRANCE](#)

## ITINERARY

TIME	EVENT	LOCATION
<b>FRIDAY, DECEMBER 13</b>		
8:40pm	<b>Flight Departure from Toronto to Paris</b> <b>Air Canada Flight AC872 (07hr 45m)</b>  Councillor Carroll Booking Reference # 3EOSLD (Seat 19D) Clare Barnett Booking Reference # 32WP6C (Seat 19H)	<b>Terminal 1 – Toronto Pearson International Airport (YZZ)</b>
<b>SATURDAY, DECEMBER 14</b>		
10:25am	<b>Flight Arrival to Paris</b>	<b>Terminal 2C – Charles de Gaulle (CDG)</b>  <b>Arrival Zone</b>  <a href="#">Transfer to individual hotels</a> (60-minute drive)
11:00am	<b>IEFA Private Transfer from Airport to Hotel</b>  Meet Protocol agent/driver at the Arrival Zone (look for Blue and White sign with IEFA).  For any issues, pls contact Viktor @ 1-514-559-2936 (driver will drop off Councillor Carroll first)	
12:00pm	<b>Hotel Arrival and Check-in</b> (standard check-in time 5:00pm)  <b>Councillor Carroll Reservation #</b>	<b>Intercontinental Paris Le Grand</b> <a href="#">2 rue Scribe, Paris, 75009</a>
12:00pm	<b>Hotel Arrival and Check-in</b>  Clare Barnett Itinerary # 72970889237075	<b>Hotel Concortel</b> <a href="#">21, rue Pasquier, Paris, 75008</a>
<b>SUNDAY, DECEMBER 15</b>		
7:00am	<b>Breakfast @ Hotel Intercontinental</b> <i>(included with your stay from 7am – 11am)</i>	<b>Intercontinental Paris Le Grand</b>
11:00am	<b>Hotel Check Out (Clare Barnett)</b>  (Clare to travel to Intercontinental Paris Le Grand to drop off luggage for check in at 5:00pm)	<b>Hotel Concortel</b> <a href="#">21, rue Pasquier, Paris, 75008</a>

TIME	EVENT	LOCATION
12:15pm	Meet in Hotel Lobby and travel to Parc des Princes  <b>Subway:</b> Line 9 (Porte de Saint-Cloud) or Line 10 (Porte d'Auteuil) <b>Bus:</b> Lines 22, 62 and 72, Porte de Saint-Cloud or Lines 32 and 52, Porte d'Auteuil	<b>Intercontinental Paris Le Grand</b> <a href="#">2 rue Scribe, Paris, 75009</a>  (35 minutes by Metro)
1:00pm – 2:00pm	<b>Parc des Princes - Stadium Tour – Matchday</b> Confirmation Order #: 1899764  - site visit to home of Paris Saint-Germain (PSG) since 1974 and 2024 Paris Olympics football final	<b>Parc des Princes</b> <a href="#">24 Rue du Commandant Guilbaud, 75016 Paris, France</a>
5:00pm	Hotel Check In (Clare Barnett) <b>Reservation #</b>	<b>Intercontinental Paris Le Grand</b> <a href="#">2 rue Scribe, Paris, 75009</a>
<b>MONDAY, DECEMBER 16</b>		
9:30am – 6:30pm	<b>IEFA PARIS – 8TH Edition “Confronting the Unknown”</b> <b>**OECD entrance requires Passport**</b>	<b>OECD Conference Centre</b> <a href="#">2 rue André Pascal, 75016 Paris</a>
7:00am	<b>Breakfast @ Hotel Intercontinental</b> (included with your stay from 7am – 10:30am)	<b>Intercontinental Paris Le Grand</b>
8:00am - TBC	<b>Shuttle Pick Up from Hotel to IEFA Conference</b>  <b>**OECD entrance requires Passport**</b>	Meet in Hotel Lobby and travel to OECD Conference Centre (30-minute drive)
9:30am	INAUGURAL PLENARY SESSION OF THE CONFERENCE OPENING REMARKS	
10:00am – 10:30am	<b>Bilateral Meeting with Mr. Emmanuel Lempert, Vice President, Head of Government Affairs for the Middle East, Africa and France, SAP</b>	<b>FR2 Meeting Room</b>
10:30am	PLENARY SESSION STEERING CAPITAL TOWARD A SUSTAINABLE FUTURE	
11:30am	FIRESIDE CHAT SESSION SHAPING THE MID CAP MARKET: SERVING FUTURE EUROPEAN CHAMPIONS	

TIME	EVENT	LOCATION
12:00pm	PLENARY SESSION GLOBAL GOVERNANCE IN TIMES OF REGULATORY UNCERTAINTY	
1:00pm – 2:30pm	<b>IEFA Private Luncheon</b>  <b>Guest of Honour:</b> Martin Praestegaard, CEO, ATP <b>Interview by:</b> Rafalele Tordjman, Founder / CEO Jeito Capital	<b>Château de la Muette</b> <a href="#">2 rue André Pascal, 75016 Paris</a>
2:30pm	FIRESIDE CHAT SESSION SUSTAINABILITY BEYOND UNCERTAINTY: A PATH FORWARD FOR THE ENERGY TRANSITION	
3:00pm	PLENARY SESSION SCALING LOWER CARBON ECONOMIES AT SPEED	
4:00pm	FIRESIDE CHAT SESSION HOW A MOBILE CAN BECOME A LIBRARY IN YOUR POCKET	
4:30pm	PLENARY SESSION TRIPLING RENEWABLES	
5:30pm	FIRESIDE CHAT POWERING EUROPE'S COMPETITIVENESS: ENERGY TRANSITION AND THE TRANSATLANTIC DYNAMIC	
6:00pm	NETWORKING RECEPTION	
6:30pm	ANNUAL BOARD OF GOVERNORS' MEETING - by invitation only	Groupe Industriel Marcel Dassault's Headquarters <a href="#">9, rond-point des Champs-Élysées Marcel Dassault, 75008 Paris</a>
7:30pm	<b>Cocktail Reception</b>  <b>Board of Governor's Dinner</b> <i>(In celebration of the 30<sup>th</sup> anniversary of IEFA presented by Invest Canada)</i> <b>Guest of Honour:</b> Luca de Meo, CEO, Renault Group	<b>Groupe Industriel Marcel Dassault's Headquarters</b> <a href="#">9, rond-point des Champs-Élysées Marcel Dassault, 75008 Paris</a>
8:30pm	<b>Seated Dinner</b>	

TIME	EVENT	LOCATION
<b>TUESDAY, DECEMBER 17</b>		
9:00am – 6:30pm	IEFA PARIS – 8TH Edition “Confronting the Unknown” <b>**OECD entrance requires Passport**</b>	OECD Conference Centre <a href="#">2 rue André Pascal, 75016 Paris</a>
7:00am	Breakfast @ Hotel Intercontinental (included with your stay from 7am – 10:30am)	Intercontinental Paris Le Grand
8:00am - tbc	Shuttle Pick Up from Hotel to IEFA Conference <b>**OECD entrance requires Passport**</b>	Meet in Hotel Lobby and travel to OECD Conference Centre (30-minute drive)
9:00am	Speakers meet in VIP Lounge in preparation of panel session.	IEFA VIP LOUGE
9:30am	<p><b>PLENARY SESSION</b></p> <p><b>MAJOR GLOBAL SPORTING EVENTS: HOW TO OVERCOME THE CHALLENGES?</b>  <i>Major global sporting events such as the Olympics, FIFA World Cup, and Paralympic Games are monumental in scope, requiring extensive planning, infrastructure, and logistics to ensure success. However, these events often face significant challenges, from transportation coordination to sustainable development and security concerns. What are the main logistical challenges cities face when hosting major global sporting events, and how can transportation systems adapt to meet increased demand? How can host cities ensure sustainable urban development and minimize the environmental impact of these large-scale events? What strategies can be implemented to enhance the security and safety of attendees while maintaining a positive experience for all participants?</i></p> <p><b>MODERATED BY:</b>  Bernard Spitz, Founder and CEO, BSC (Strategic Advisory)</p> <p><b>SPEAKERS:</b>  Councillor Shelley Carroll, Mayor’s Economic Development &amp; Culture Champion, City of Toronto  Stephanie Wiggins, CEO, Los Angeles County Metropolitan Transportation Authority (LA Metro)  Edgar See, Director, Paris Olympic and Paralympic Games, RATP Group  Alexandra Dublanche, President, Choose Paris Region</p>	Main Stage

TIME	EVENT	LOCATION
10:30am –11:00am	Bilateral Meeting with Alexandra Dublanche, Chairwoman, Choose Paris Region	FR3 Meeting Room
<b>(OPTION 1)</b> 11:00am –11:15am	Meeting opportunity with Mr. Frederic Oudea, President of Sanofi  (Nicholas Remillard to facilitate introduction)	IEFA VIP LOUGE
11:30am	PLENARY SESSION REDEFINING BUSINESS Panel Speaker: Mr. Frederic Oudea, President of Sanofi	
<b>(OPTION 2)</b> 12:30pm – 1:00pm	Meeting opportunity with Mr. Frederic Oudea, President of Sanofi  (Nicholas Remillard to facilitate introduction)	IEFA VIP LOUGE
1:00pm – 2:30pm	IEFA Private Luncheon  Guest of Honour: Mike Henry, CEO, BHP Interviewed by: Francine Lacqua, Anchor and Editor-at- large, Bloomberg TV	Château de la Muette <a href="#">2 rue André Pascal, 75016 Paris</a>
3:00pm	FIRESIDE CHAT SESSION BUILDING A ROBUST AND SUSTAINABLE SUPPLY CHAIN	
3:30pm	FIRESIDE CHAT SESSION NAVIGATING CHANGE:GLOBAL INVESTOR STRATEGIES IN THE WAKE OF THE NEW U.S. ADMINISTRATION	
4:00pm	PLENARY SESSION NUCLEAR POWER AS A SUBSTITUTE ENERGY	
5:00pm	CLOSING FIRESIDE CHAT SESSION NAVIGATING THE NEW GLOBAL CONSUMPTION LANDSCAPE	
5:30pm	CLOSING REMARKS Nicholas Rémillard, CEO, International Economic Forum of the Americas	
5:45pm	NETWORKING RECEPTION	
7:00pm	Executive Club Private Reception  Guest of Honour: Vincent Clerc, CEO, A.P. Moller - Maersk	Cercle de l'Union Interallié Salon Marc de Beaumont <a href="#">33, rue du Faubourg Saint-Honoré, 75008 Paris</a>

TIME	EVENT	LOCATION
<b>WEDNESDAY, DECEMBER 18</b>		
8:00am	Breakfast @ Hotel Intercontinental (included with your stay from 7am – 10:30am)	Intercontinental Paris Le Grand
10:00am	Hotel Check Out (Clare Barnett) (Clare to ask Intercontinental to hold luggage or bring along and drop off at Embassy prior to lunch)	Intercontinental Paris Le Grand
12:30pm	Travel to Canadian Embassy <b>**Embassy entrance requires Passport**</b>	<a href="#">Hotel to Embassy</a> (15-minute drive)
1:00pm	Lunch with Pamela Kanter, Ontario Trade Office (meet at the Canadian Embassy)	Embassy of Canada to France <a href="#">130 rue du Faubourg Saint-Honoré, 75008 Paris</a>
2:30pm	Meeting with Ontario International Trade and Investment Office Ms. Pamela Kanter, Senior Economic Officer, Counsellor (Commercial – Ontario) Email: <a href="mailto:pamela.kanter@international.gc.ca">pamela.kanter@international.gc.ca</a> Mobile: +33 (0)607 54 59 41  <b>Important note:</b> <ul style="list-style-type: none"> <li>Visitors to the Embassy are asked to present photo ID (Passport), which will be exchanged for an access badge, and will be returned upon departure.</li> <li>Visitors to the Embassy are requested to leave all electronics (phone, computers, USB keys, etc.) in a secure lock-up at the Security area.</li> </ul>	Embassy of Canada to France
3:00pm	Meeting with Ambassador of Canada to France and Monaco, and Special Envoy to the European Union and Europe The Honourable Stéphane Dion (20 minutes)	Embassy of Canada to France
4:00pm	Hotel Check In (Clare Barnett) Booking Itinerary # 72970890563041	Hotel Caumartin Opera <a href="#">27 rue De Caumartin, Paris, 75009</a>

TIME	EVENT	LOCATION
THURSDAY, DECEMBER 19		
7:00am	Breakfast @ Hotel Intercontinental (included with your stay from 7am – 10:30am)	Intercontinental Paris Le Grand
7:45am	Hotel Check Out (Clare Barnett)	Hotel Caumartin Opera
8:00am	Hotel Check Out (Councillor Carroll)	Intercontinental Paris Le Grand
8:15am - tbc	IEFA Private Transfer from Hotel to Airport For any issues, pls contact Viktor @ 1-514-559-2936 (driver will pick up Councillor Carroll first)	<a href="#">Charles de Gaulle (CDG) Airport</a> (60-minute drive)
12:05pm	Flight Departure from Paris to Toronto – Air Canada Flight AC873 (08hr 45m)  Councillor Carroll Booking Reference # 3EOSLD (Seat 19D) Clare Barnett Booking Reference # 32WP6C (Seat 18C)	Terminal 2C – Charles de Gaulle (CDG)
2:50pm	Flight Arrival to Toronto	Terminal 1 – Toronto Pearson International Airport (YZZ)

## NOTES/ADDITIONAL ITEMS

### CONTACTS:

#### IEFA ONSITE CONTACT:

Francisca Insulza, Mobile +1-438-820-8419 – Email: [f.insulza@forum-americas.org](mailto:f.insulza@forum-americas.org)

#### IEFA Ground Transportation:

Viktor Samonov, Mobile: +1-514-559-2936 – Email: [v.samonov@forum-americas.org](mailto:v.samonov@forum-americas.org)

Councillor Shelley Carroll – Mobile 647-355-1557

Clare Barnett – Mobile 437- 997-7148

Susana Vaz – Mobile 647-668-8753 Email: [Susana.Vaz@toronto.ca](mailto:Susana.Vaz@toronto.ca)

Vanna Petropoulos – Mobile 647-214-2674 Email: [Vanna.Petropoulos@toronto.ca](mailto:Vanna.Petropoulos@toronto.ca)

### Time Difference:

Paris, France is 6 hours ahead of Toronto

## PARC DE PRINCES SITE VISIT



The [Parc des Princes](#) is a unique stadium, as much for its architecture, its indescribable atmosphere during major national and European events, as for its history and the players who have played there. Endowed with an avant-garde architecture for the time, the Parc des Princes is recognizable by its elliptical shape, as well as by its location above the ring road.

The Parc des Princes has been the home of Paris Saint-Germain (PSG) since 1974, hosting both national and European matches. Before the Stade de France opened in 1998, it was France's largest stadium, hosting France's football and rugby teams, as well as the Coupe de France final. The stadium has also held major events, including European Championship finals (1960 and 1984), European Cup finals (1956-1998), and the 2024 Paris Olympics football final. Now the fifth-largest stadium in France, it remains one of the most prestigious venues in French sports.

### **1973: Paris Saint-Germain discovers the Parc des Princes**

If the first Parc des Princes was built in 1897, the Parc as we know it today dates from 1972, following the work of the great architect Roger Taillibert.

Paris Saint-Germain and the Parc des Princes, a history that began on a Saturday in November 1973, the 10th to be precise, the date of the first match between the Red and Blue in their mythical enclosure. From the 1974-75 season, PSG officially became the resident club at the Parc, coinciding with the Parisians' first participation in the D1.

### **A high-end experience for all club fans**

Initiated in 2013, the renovation and modernization of the Parc des Princes is the result of an asserted policy of Paris Saint-Germain, in order to guarantee an experience among the best on the market. With an increase in reception capacity, the creation of new hospitality areas, the restructuring of the changing rooms and the complete renewal of the lawn, nothing has been left to chance to guarantee a top-of-the-range experience.

## IEFA PARIS 2024, 8<sup>TH</sup> EDITION “FACING THE UNKNOWN”



### CONFERENCE OF PARIS

Launched in 2017, the [Conference of Paris](#) brings together key decision-makers from the realms of business, government, and civil society to foster the exchange of ideas and perspectives on the major global challenges of our time. Hosted by the IEFA in collaboration with Integra Capital, the event serves as a platform for high-level dialogue and collaboration.

Scheduled for December 16–17 and held at the Organization for Economic Co-operation and Development (OECD), this multi-day event offers a unique opportunity for leaders to share insights on pressing global economic, social, and environmental issues. By facilitating cross-sector collaboration, the conference seeks to inspire collective action toward overcoming these challenges. As the IEFA's flagship annual event in Europe, the Conference of Paris plays a pivotal role in strengthening international trade between Europe and the Americas, while cultivating global partnerships that can drive positive change.

Through the City's participation, we aim to achieve the following objectives:

- Showcase Toronto as a premier destination for foreign direct investment (FDI)
- Promote Toronto as a global leader in innovation, technology, and entrepreneurship
- Enhance Toronto's international trade relationships and foster new global partnerships

City of Toronto activations include:

### SPEAKING OPPORTUNITY – PANEL DISCUSSION

Councillor Carroll has been invited to participate in a panel discussion scheduled to take place on the second day of the conference, Tuesday, December 17 at 9:30 a.m.

### MAJOR GLOBAL SPORTING EVENTS: HOW TO OVERCOME THE CHALLENGES?

*Major global sporting events such as the Olympics, FIFA World Cup, and Paralympic Games are monumental in scope, requiring extensive planning, infrastructure, and logistics to ensure success. However, these events often face significant challenges, from transportation coordination to sustainable development and security concerns.*

- *What are the main logistical challenges cities face when hosting major global sporting events, and how can transportation systems adapt to meet increased demand?*
- *How can host cities ensure sustainable urban development and minimize the environmental impact of these large-scale events?*
- *What strategies can be implemented to enhance the security and safety of attendees while maintaining a positive experience for all participants?*

**MODERATOR:**

- Bernard Spitz, Founder and CEO of BSC (Strategic Advisory)

**SPEAKERS:**

- Alexandra Dublanche, President, Choose Paris Region
- Stephanie Wiggins, CEO, Los Angeles County Metropolitan Transportation Authority (LA Metro)
- Edgar See, Director, Paris Olympic and Paralympic Games, RATP Group
- Shelley Carroll, City Councillor and Mayor's Economic Development & Culture Champion, City of Toronto

**BIOS****Bernard Spitz, Founder and CEO of BSC (Strategic Advisory)**

- Bernard Spitz, born in 1959, is a company executive and former senior civil servant. He is a graduate of the IEP of Paris (Institut d'Etudes Politiques), ESSEC and ENA. He is trilingual French-English-Italian.
- In 1986, he joined the Council of State (economy and sustainable development sub-section) and Rapporteur at the Competition Council (media and advertising), and in 1988 became advisor to Prime Minister Michel Rocard (economy, State reform, relations with Eastern European countries). From 1992 to 1996, he was director of the Canal + group, in charge of digital strategy and development. He launched the group's digital services, led major projects such as the Stade de France, participated in the design of programs and strategic partnerships in France and the United States.

**Alexandra Dublanche, President, Choose Paris Region**

- Alexandra Dublanche is Vice President in charge of Recovery, Economic Development, Attractiveness and Innovation for Paris Region under Valérie Pécresse. She is also a community advisor and deputy mayor of Sartrouville (Yvelines), where she oversees commercial attractiveness, institutional partnerships and transportation.
- After completing a business school degree (ESCP Europe), Alexandra Dublanche began her career in a strategy consulting firm in Germany. Three years later, she joined the minister Luc Chatel's cabinet, where she oversaw economic affairs and public finance. Between 2010 and 2012, she completed a Master's degree in Public Administration at Harvard University before returning to France in November 2012 and joining Valérie Pécresse's Cabinet at the Paris Region Council. She was elected Regional Councilor in December 2015 and elected Chair of the Economic Development, Employment and Innovation Commission before becoming Vice Chair of the Regional Council in October 2017.
- Also an entrepreneur, Alexandra Dublanche is co-founder of an election strategy start-up

**Stephanie Wiggins, CEO, Los Angeles County Metropolitan Transportation Authority (LA Metro)**

- Stephanie Wiggins became CEO of Metrolink in January 2019. She leads the 275-employee commuter railroad, overseeing a \$793 million budget and a 538-mile network across seven routes in six counties.
- Her vision for Metrolink emphasizes a customer-first orientation with three pillars: safety and security, an integrated system, and modernized business practices. Before joining Metrolink, Wiggins was Deputy CEO at LA Metro, where she played a key role in passing Measure M, a half-cent sales tax for transportation, and led the agency's efforts to streamline procurement and expand small business participation. She also spearheaded the I-10 and I-110 Express Lanes project, which improved congestion on two of LA's busiest freeways.
- Earlier in her career, Wiggins served as Regional Programs Director at the Riverside County Transportation Commission, managing a range of transportation projects. She began her career at the San Bernardino County Transportation Authority and later joined the RCTC, where she held various senior management roles.

**Edgar See, Director, Paris Olympic and Paralympic Games, RATP Group**

- Edgar Sée has been Deputy Director for the Olympic and Paralympic Games to the CEO of the RATP Group since May 2023.
- Edgar joined RATP in 2003. He spent about ten years as an operational manager in the operations of the Paris metro, including as transport manager during the automation of line 1 and then as director of line 14 automatic. He then managed the automation project for line 4 for 7 years, before returning to operations by taking responsibility for the metro's transport division.
- At the International Union of Public Transport, he has led numerous training courses and led work on the modernization and automation of metros around the world. Edgar is a graduate engineer from the Ecole Nationale Supérieure des Mines Paristech.

## PRIVATE EVENTS

# Conference of Paris



## Invitation

### PRIVATE LUNCHEON

On the occasion of the 8<sup>th</sup> edition of the Conference of Paris, the IEFA is delighted to invite you to a Private Luncheon on Monday, December 16<sup>th</sup> at 1:00 PM.

Presented by



## MONDAY, DEC 16<sup>th</sup>

Luncheon: 1:00 PM

### *Confirmed Speaker:*



**Martin PRÆSTEGAARD**

ATP

CEO

## Château de la Muette

2 Rue André Pascal,  
75016 Paris

R.S.V.P.

Before Monday, December 9<sup>th</sup>, 2024  
[rsvp@forum-americas.org](mailto:rsvp@forum-americas.org)

Non-transferable and valid for one person only

Kindly advise of any dietary requirements or allergies

Please note that if you RSVP after the deadline,  
we won't be able to guarantee you a place at the event

Business Attire



*Mr. Thierry Dassault,*

*Chairman of the Supervisory Board of the Dassault Group,*

*is pleased to invite you to the dinner celebrating the 30th anniversary  
of the International Economic Forum of the Americas,  
in the presence of Mr. Luca de Meo, CEO of Renault Group,*

*presented by*



*to be held on Monday, December 16, 2024,  
at 9 Rond-Point des Champs-Élysées Marcel Dassault, 75008 Paris.  
Reception and cocktail starting at 7:30 PM - Seated dinner at 8:30 PM.*

*Rsvp before December 6th, 2024*

*By email to Cécile Roux: [rsep@forum-americas.org](mailto:rsep@forum-americas.org)*

*Dress code : cocktail attire / tie requested*

# Conference of Paris



## Invitation

# PRIVATE LUNCHEON

On the occasion of the 8<sup>th</sup> edition of the  
Conference of Paris, the IEFA is delighted to  
invite you to a Private Luncheon on  
Tuesday, December 17<sup>th</sup> at 1:00PM.

# TUESDAY, DEC 17<sup>th</sup>

Luncheon: 1:00PM

## *Confirmed Speaker:*



**Mike HENRY**  
BHP  
CEO

## Château de la Muette

2 Rue André Pascal,  
75016 Paris

R.S.V.P.  
Before Tuesday, December 10<sup>th</sup>, 2024  
[rsvp@forum-americas.org](mailto:rsvp@forum-americas.org)

Non-transferable and valid for one person only

Kindly advise of any dietary requirements or allergies

Please note that if you RSVP after the deadline,  
we won't be able to guarantee you a place at the event  
Business Attire

# Conference of Paris



## Invitation

### EXECUTIVE CLUB PRIVATE RECEPTION

On the occasion of the 8th edition of the Conference of Paris, the International Economic Forum of the Americas is delighted to invite you to the Executive Club Private Reception.

## TUESDAY, DEC 17<sup>th</sup>

Cocktail: 7 PM to 9 PM

*Guest of Honor:*



**Vincent Clerc**  
A.P. Moller-Maersk  
CEO

## Cercle de l'Union Interallié

Salon Marc de Beaumont  
33 Rue du Faubourg Saint-Honoré,  
75008 Paris

R.S.V.P.  
Before Tuesday, December 10th, 2024  
[rsvp@forum-americas.org](mailto:rsvp@forum-americas.org)

Non-transferable and  
valid for one person only

Please note that if you RSVP after the deadline,  
we won't be able to guarantee you a place at the dinner

Kindly advise of any dietary  
requirements or allergies  
Elegant business attire - A Jacket  
and tie are required for men

## IEFA BILATERAL MEETINGS

IEFA offers a bilateral meeting service for senior City of Toronto officials/EDC leadership and high-level speakers to facilitate and nurture strategic relationships and partnership to promote investment, trade, and business opportunities in alignment with the City of Toronto's priorities.

## SIEMENS ENERGY – TBC



**Date:**

**Time:**

**Location:**



**Anne-Laure de Chamnard**  
**Member of the Group's Executive Board**  
**Siemens Energy**

Anne-Laure de Chamnard is a member of Siemens Energy's Board of Directors for Siemens Energy's Transformation of Industry global business division and Siemens Energy's Europe and Asia-Pacific regions. Prior to joining Siemens Energy, Anne-Laure was Chief Executive Officer of ENGIE Energy Solutions International, where she oversaw ENGIE's activities in the field of energy efficiency and low-carbon energy production.

Previously, Anne-Laure led ENGIE's strategy in its transition to zero carbon as the group's Chief Strategy Officer, Innovation, Research and Technology. She has extensive experience in global industrial and energy services management, strategy, innovation, research and technology. She was previously Head of Public-Private Partnerships at the French Ministry of Energy and Environment.

### **Purpose of Meeting:**

Engage with one of the world's leading companies in the energy sector to foster collaboration on key issues related to energy transformation, innovation, and infrastructure development.

### **About Siemens Energy:**

- [Siemens Energy](#) – a global leader in energy technology, located in 90 countries, Siemens Energy operates across the whole energy landscape. From conventional to renewable power, from grid technology to storage to electrifying complex industrial processes.
- Their mission is to support companies and countries with what they need to reduce greenhouse gas emissions and make energy reliable, affordable, and more sustainable.
- Siemens Energy has successfully completed its 2024 fiscal year, meeting or exceeding all its financial targets. Driven especially by strong growth in the Grid Technologies and Gas Services business areas, orders reached €50.2 billion, revenue came in at €34.5 billion, leading to a Profit before Special items at €345 million (Profit margin before Special items: 1%).

- Siemens Energy's Net Income was €1.335 billion. The wind business (Siemens Gamesa) is progressing in its turnaround as expected.

## Siemens Energy Canada:

- Siemens Canada actively participates in the promotion of Canada's net-zero targets through technology development and customer deployment in every region of the country.
- Siemens Mobility has been chosen by Metrolinx to handle track, signal, and right-of-way maintenance for the Central Region of Toronto's passenger railway infrastructure system.
- In Canada for 110 years, HQ Oakville, ON, approximately 4,200 employees (62% of which are shareholders), with 33 office and manufacturing facilities.
- Siemens Canada had revenues of approx. \$2 billion CAD.

## Topics of discussion:

1. **Sustainability and Clean Energy Initiatives:** Explore partnership opportunities could help advance Toronto's clean energy goals.
2. **Innovative Energy Solutions:** Siemens Energy cutting-edge technologies like smart grids, energy storage, and hydrogen could help Toronto with its energy infrastructure and improve efficiency.
3. **Economic Development and Job Creation:** Explore opportunities for Siemens to expand its footprint in Toronto, potentially creating high-tech jobs and boosting the local economy.
4. **Climate Action and Net Zero Targets:** As Toronto works towards its climate and net-zero goals, Siemens Energy's expertise could be key in helping the city reach these targets.

## ORGANISATION FOR ECONOMIC CO-OPERATION & DEVELOPMENT - TBC



**Date:**

**Time:**

**Location:**



**Mary Beth Goodman**

**Deputy Secretary General**

**Organisation for Economic Co-operation and Development (OECD)**

Mary Beth Goodman took office on April 4, 2024. She brings extensive expertise and experience in leadership positions in economic development, trade, anti-corruption and democratic governance around the world. As Deputy Secretary-General, Mary Beth is responsible for the environment, public governance and development portfolios at the OECD. She will be in charge of sustainable development issues, financing the fight against climate change and the fight against corruption.

From 2021 to 2023, she served as the U.S. Coordinator for Global COVID Response and Health Security, after serving as Special Assistant to President Barack Obama and Senior Director for Development and Democracy at the U.S. National Security Council.

Mary Beth has also played a leading role in civil society, co-founding an organization dedicated to investigating the links between corruption, kleptocracy and human rights abuses in Africa. Prior to that, she had a distinguished career in the U.S. Foreign Service, where she held diplomatic posts in Pakistan, Mali, and Washington, D.C.

Prior to her diplomatic career, Mary Beth practiced international trade law, participating in the negotiation of free trade agreements and advising on trade compliance.

A U.S. national, Mary holds a master's degree in international and comparative law from Georgetown University's Law Center, a degree from Chicago-Kent Law School, and a bachelor's degree from James Madison University. She is a member of the Council on Foreign Relations and the Truman National Security Project.

### **Purpose of Meeting:**

Gain valuable insights into global economic trends, sustainability strategies, and best practices that can inform their local policies helping Toronto remain competitive, sustainable, and innovative on the world stage.

**About the OECD:**

- The [OECD](#) is an international organisation that works to build better policies for better lives. They draw on more than 60 years of experience and insights to shape policies that foster prosperity and opportunity, underpinned by equality and well-being.
- They work closely with policy makers, stakeholders and citizens to establish evidence-based international standards and to find solutions to social, economic and environmental challenges.
- Canada was one of the 20 founding member countries that signed the [Convention](#) of the OECD in 1960. Today it is one of 38 OECD Members.

**Topics of Discussion:**

1. **OECD's Global Impact on Canada:** Explore how Toronto, can leverage its relationship with the OECD.
2. **International Collaboration:** Discuss opportunities for Toronto to collaborate with other cities and countries on shared global challenges.
3. **Trade and Investment:** Review ways how Toronto can strengthen its trade ties with OECD member countries.
4. **Urban Development and Infrastructure:** Discuss sustainable urban policies that manage growth, reduce congestion, to improve quality of life.

## SAP



**Date:** Monday, December 16, 2024  
**Time:** 10:00am – 10:30am  
**Location:** FR2 Meeting room



**Emmanuel Lempert**  
**Vice President, Head of Government Affairs for the Middle East, Africa and France**  
**SAP**

Emmanuel Lempert is Vice President, Head of Government Affairs for the Middle East, Africa and France at SAP. Specialized in public policy and IT, he has served as Secretary General of the French Parliamentary Group for Space (GPE) and as an advisor to several French political leaders. A graduate in political science (HEIP, Sciences Po Paris) and geopolitics (Paris 8 University), he was a PhD student at the Centre for International Studies (CERI) and the Foundation for Strategic Research (FRS). His current work focuses on AI regulation, technological sovereignty, and the use of digital technologies for environmental sustainability.

### About:

- [SAP](#) is a global leader in enterprise applications and business AI, SAP stands at the nexus of business and technology.
- Founded in 1972, the company was initially called System Analysis Program Development (Systemanalyse Programmentwicklung), later abbreviated to SAP.
- Since then, it has grown from a small, five-person endeavor to a multinational enterprise headquartered in Walldorf, Germany, with more than 105,000 employees worldwide with a total revenue of €31 billion+ in 2023.

### Purpose of Meeting:

Opportunities to enhance the city's digital transformation, improve public sector efficiency, and foster innovation in key industries. SAP can be a strong partner for advancing Toronto's economic and technological goals and create new opportunities for workforce development and high-tech job creation.

### Topics of Discussion:

1. **Economic Growth, Innovation and Job Creation:** Explore opportunities for Toronto to collaborate with SAP's global ecosystem to bring more business and investment to the city. Discuss how SAP help drive innovation in Toronto's tech sector, create jobs, and grow its tech talent pool.
2. **Workforce Development and Skills Training:** Explore how SAP can support workforce development programs in Toronto, offering training and certification in advanced technologies.

## CHOOSE PARIS REGION

**Date:** Tuesday, December 17, 2024  
**Time:** 10:30am – 11:00am  
**Location:** FR3 Meeting Room



**Alexandra Dublanche**  
**Chairwoman**  
**Choose Paris Region**

Alexandra Dublanche is Vice President in charge of Recovery, Economic Development, Attractiveness and Innovation for Paris Region under Valérie Pécresse. She is also a community advisor and deputy mayor of Sartrouville (Yvelines), where she is in charge of commercial attractiveness, institutional partnerships and transportation. After completing a business school degree (ESCP Europe), Alexandra Dublanche began her career in a strategy consulting firm in Germany.

Three years later, she joined the minister Luc Chatel's cabinet, where she was in charge of economic affairs and public finance. Between 2010 and 2012, she completed a Master's degree in Public Administration at Harvard University before returning to France in November 2012 and joining Valérie Pécresse's Cabinet at the Paris Region Council. She was elected Regional Councilor in December 2015 and elected Chair of the Economic Development, Employment and Innovation Commission before becoming Vice Chair of the Regional Council in October 2017. Also an entrepreneur, Alexandra Dublanche is co-founder of an election strategy start-up

### About:

- [Choose Paris Region](#) is Paris Region's international attractiveness agency, which promotes the region's influence on the international stage, and provides a high-quality welcome and services to investors, visitors and talent from all over the world, while ensuring the Region's sustainable and balanced development.
- Through its knowledge of the Regional economic ecosystem, the agency attracts and supports investors, and facilitates the setting up of companies thanks to targeted, personalized services and partners. It contributes to the development of strong, innovative and sustainable industrial sectors.
- It promotes and develops the destination by working with tourism stakeholders and visitors. It provides the resources, tools, support and network that allow Paris Region tourism professionals to develop and distribute a high-quality, innovative and adapted offering.
- It contributes to the excellence of Paris Region's film and audiovisual industry: as Europe's leading region, it supports French and international productions, drawing on its cultural heritage and its concentration of professionals and specialized companies.
- Finally, the Agency supports and provides resources for international talent who want to settle and live in Paris Region for its quality of life and find the perfect work-life balance.

### Purpose of Meeting:

To share best practices and discuss opportunities to assist with the city's preparation and positioning for FIFA 2026 and its long-term economic growth.

## Topics of Discussion:

1. **Event Management:** Learn from Paris' experience managing large events like the Olympics and FIFA World Cup, focusing on logistics, crowd control, security, and local coordination.
2. **Tourism Promotion:** Discover how Paris attracts tourists during major events.
3. **Economic Development:** Discuss ways to support local businesses, attract international investments, and create long-term economic growth during and after FIFA 2026.
4. **Fan Engagement:** Explore ways to improve fan experiences, including fan zones, stadium amenities, and digital engagement during FIFA 2026.
5. **Infrastructure Upgrades:** Discuss how Paris revamped its infrastructure to host the Olympics.
6. **Public-Private Partnerships:** Learn how Paris works with local businesses and government to support events and foster long-term growth.
7. **Legacy Planning:** Discuss how Paris created lasting benefits from previous events and the Olympics.

**Redefining the Future,  
the Paris 2024 Legacy**

Learnings and Impact for the Paris Region

[Redefining the Future, the Paris 2024 Legacy report](#)

## HQ MEETING WITH SANOFI

### Purpose for meeting:

- **Show Support for Local Operations:** Build trust and reinforce the city's commitment to the continued growth of their operations locally.
- **Highlight the Value of the Toronto Office:** Highlight the benefits of operating in Toronto—whether it's access to talent, a supportive business environment, or the city's infrastructure and innovation ecosystem. By showcasing these strengths, we aim to strengthen the local team's confidence in the value of their presence in Toronto.
- **Lay the Foundation for HQ Engagement:** By demonstrating Toronto's support and engagement with the local operations, the City can create a stronger foundation for the subsequent meeting with the headquarters. When meeting with HQ, we can present a unified front, with the backing and positive momentum from the local operations, which may make it easier to advocate for further investments or expansions in Toronto.

## MEETING WITH FREDERIC OUDEA, PRESIDENT, SANOFI



**Date:** Tuesday, December 17, 2024

**Timeslots:** 11:00am – 11:15am OR 12:30pm – 1:00pm (meet & greet opportunity)

**Location:** IEFA VIP LOUNGE (Nicholas Remillard to facilitate introduction)



**Frédéric Oudéa**  
**President, Sanofi**

A French national, Frédéric Oudéa is a graduate of the École Polytechnique and the École Nationale d'Administration. From 1987 to 1995, he held various positions in the French senior civil service, in the Audit Directorate of the Ministry of Finance, the Ministry of Economy and Finance, the Ministry of the Budget and the Cabinet of the Minister of the Treasury and Communication.

He joined Société Générale in 1995, successively holding the positions of Deputy Director and Head of Investment Banking in London. In 1998, he was appointed Head of Global Supervision and Development of the Equities Department. He became Deputy Chief Financial Officer of the Societe Generale Group in May 2002, then Chief Financial Officer in January 2003.

In 2008, he was appointed Chief Executive Officer of the group. He was both Chairman and Chief Executive Officer of Société Générale from May 2009 to May 2015. He has been Chief Executive Officer since the separation in May 2015 of the functions of Chairman of the Board of Directors and Chief Executive Officer. He holds this position until May 2023. He is President of the École Polytechnique Foundation and a member of the École Polytechnique Board of Directors.

## **Sanofi Pasteur Backgrounder - 1755 Steeles Avenue W, Ward - York Centre**

### **Issue:**

Meeting with Sanofi Pasteur, Dec 6, 2024, Doug Daniell Public Affairs Lead., in advance of December IEFA Paris Mission.

### **Key Points**

- The Sanofi Pasteur "Connaught Campus" is located at 1755 Steeles Avenue West on the south side of Steeles Avenue West, east of Dufferin Street. The total area of the property is approximately 22 hectares (54 acres).
- Sanofi Pasteur is one of the City of Toronto's largest and most important manufacturing companies, employing over 2,000 highly skilled people at their campus and generates numerous additional economic benefits, creating a significant multiplier effect in the surrounding community and beyond.
- Sanofi has made numerous investments at their campus over the last 15 years totalling more than \$2B dollars of investment including but not limited to:
  - Upgrading local sewer infrastructure supporting the rehabilitation of the Maple Collector
  - B-99 Installation of a new water and wastewater treatment facility
  - B100 – New vaccine research and production
  - B200 – New high-dose influenza vaccine production
  - New energy project announced in 2024 to build and update infrastructure to minimize its environmental footprint.
- Despite all of the recent investment, Sanofi has experienced challenges with:
  - Water Service flow rates/pressure and Waste Water issues
  - Hydro Reliability
  - Proximity to Residential neighbourhoods, i.e. Ridgeway Ratepayers Assoc. to the east of the Campus
  - Most recently and of concern to Sanofi are two major Condominium Projects the west of their site, TenBlock and First Capital that will introduce over 2200 proposed units of residential development, with five or so buildings over 30 stories in height that will create overlook issues and from Sanofi's perspective "represents national security concerns given the strategic importance of the site for vaccine manufacturing and future pandemic readiness."

### **Background:**

- Sanofi, headquartered in Lyon France is a life sciences company considered the 5th largest health care company globally with approx. 110,000 employees in 100 countries, 73 Manufacturing facilities in 32 countries and annual sales exceeding 43 billion Euros (\$63.5 B Canadian) in 2023. The Global Vaccines division of Sanofi represents approx. 17% of the company by sales.
- Sanofi Pasteur, the vaccines division of Sanofi, provides more than one billion doses of vaccine each year, making it possible to immunize more than 500 million people across the globe.
- In February 2013, Toronto Council approved a re-zoning application from Sanofi Pasteur to convert residential lands on the southerly portion of their campus to industrial zoned lands to allow the

company to expand its vaccine production operations to meet a growing world market. \*This is the only Employment land Reversal of its kind we are aware of.

- The re-zoning applied conditions regarding floor space index, setbacks, landscaping, building height, parking and existing heritage structure. The approval imposed an "H" (Holding provision) that required Sanofi to Satisfy the Executive Director of Engineering Services that the servicing required for any new building onsite could be accommodated by the existing infrastructure.
- Sanofi received support from the North York Community Council in 2017 on the lifting of the H provisions in order to move forward with their B100 expansion project, a \$500M investment to develop the (B100) a state-of-the-art facility for vaccine production, consisting of three stories and approximately 160,000 square feet.
- B100 replaced existing capacity in older facilities at the Sanofi Campus and provided additional capacity to meet global production requirements, (manufactured in Toronto) products including adult and pediatric vaccines for Canadian and global markets and will be the source of manufacturing supporting employment and ancillary operations at the Toronto site.
- March 2021 - Sanofi announced investment of approx. \$800M Cad and the project was also approved for IMIT to build a new vaccine facility in Toronto (B-200) to increase supply of its differentiated influenza vaccines in Canada, the United States and Europe.
- The project was supported by all three levels of government helped to create additional capacity to meet growing demand for flu vaccines, boost Canada's preparedness for future pandemics and create meaningful jobs in the life sciences and biomanufacturing sector located in Toronto and will enhance influenza pandemic preparedness efforts.
- Sanofi's B-200 investment will help to support and undertake numerous global licensing approvals with country specific regulatory bodies and expects to enter normal production operations soon. Full production output anticipated by late 2025.
- These investments together have helped to ensure Sanofi Pasteur's manufacturing footprint remained in Toronto and positions the site as a world leader in vaccines research, innovation and production.

### **Toronto's Life Sciences Sector Overview**

#### **Issue:**

This is a generalized briefing on Toronto's life sciences sector. Specialized briefings on subsectors, disease states, and technology domains can be developed on request.

#### **Background**

Toronto enjoys an unusual concentration of expertise and resources in the life sciences sector, particularly in the Discovery District downtown research park. Its fourteen hospital networks and three of its five universities undertake a wide range of basic research, adding discoveries to a clinical pipeline supported by specialized infrastructure, commercialization organizations, and large companies.

#### **Key Points**

##### **Economic context and trends**

Toronto is the epicentre of the southwestern Ontario's life sciences corridor, which accounts for 45% of national venture capital flows, 31% of CIHR research funding, and 35% of the national life sciences labour force. It is the ninth-largest life sciences real estate market in North America, as measured by

occupied laboratory and manufacturing floor area. It is also an emerging technology powerhouse, positioning the city for a major role in the future of the life sciences industry as artificial intelligence becomes more integrated into subsectors such as drug development, health data interpretation, and medical imaging.<sup>1</sup>

Contribution to GDP<sup>2</sup> from Toronto's life sciences sector<sup>3</sup> was \$3.6 billion in 2023, a 24% increase from 2022 (\$2.9 billion) and a new record (the previous high was \$3.3 billion in 2012). The five-year GDP growth (2018-2023) was 8.2%, compared to 2.8% for all industries over the same period. In GDP terms, Toronto produces 42% of the CMA's and 27% of Ontario's life sciences economic output.

Employment<sup>4</sup> in Toronto's life sciences sector was 30,490 in 2023, a 35% increase from 2022 (22,650) and the highest since 2015 (32,300). The five-year employment growth (2018-2023) was 3.7%, compared to 3.0% for all industries over the same period. In employment terms, Toronto employs 44% of the CMA's, 27% of Ontario's, and 14% of Canada's life sciences workers.

The location quotient for Toronto's life sciences sector in 2023 was 1.40, compared to 1.62 for the CMA (including Toronto) and 1.29 for Ontario.

The average annual wage for a life sciences sector employee in Toronto was \$90,459 in 2023. In the same year, the entire sector paid out \$2.7 billion in wages.

### **Toronto's Life Sciences Ecosystem and Subsectors**

Toronto excels at scientific discovery, commercialization, and clinical trials. Much of its life sciences funding, infrastructure, and support is oriented towards this early-stage work, and the sector fits well into the city's robust start-up ecosystem. It is less successful at growing small companies into larger ones, as evidenced by the lack of homegrown major employers, though this is in part due to the venture-driven nature of modern life sciences.

Its institutions are world-leading in specialized areas, notably cardiovascular disease, chronic disease, digital diagnostics/therapeutics, health IT, informatics, machine learning (AI), living therapies (cell and gene), maternal health, neuroscience, \*omics, oncology, paediatric health, rare disease, rehabilitation, and synthetic biology. The collaborative nature of its researchers and companies is often cited as an underlying strength of its febrile discovery environment.

A non-exhaustive list of key sector assets (accelerators, incubators, and research institutes) is given in the appendix and on the [City of Toronto Life Sciences sector page](#).

---

<sup>1</sup> [JLL Canadian Life Sciences Outlook | Spring 2023](#)

<sup>2</sup> Real GDP contribution, 2012 dollars.

<sup>3</sup> Defined as NAICS 3254, 334512, 3391, 414510, 5417, and 6215.

<sup>4</sup> Including paid researchers in hospitals.

## International Rankings

Toronto General Hospital, part of University Health Network (UHN), was [ranked third-best in the world in 2024](#), its sixth consecutive year in the top ten. It is the only non-American hospital in top five and (given that the top two spots are occupied by the Mayo Clinic and the Cleveland Clinic) the top publicly funded hospital in the world.

The University of Toronto, Canada's top university, [ranks ninth in the world](#)<sup>5</sup> for its clinical and health offerings. It is the only non-British, non-American university in the top ten.

## Recent Investments

In 2024, [Sanofi](#), a global healthcare company, opened a 200,000 ft<sup>2</sup> advanced vaccine manufacturing facility at its Toronto campus. This facility represents an \$800 million investment, will support over 200 jobs, and is a significant addition to global vaccine manufacturing capacity.

In 2023, [Recursion](#), a USA-based drug discovery company, opened its Canadian headquarters in Toronto following its acquisition of Cyclica. This will create or retain 100 jobs.

Catalyst, a new laboratory development in Toronto's Junction neighbourhood, is expected to be completed in early 2025. Its 155,000 ft<sup>2</sup> of "wet" (chemical and biological) suites will be Toronto's first purpose-built laboratory building in over a decade. A similar project in the Leaside neighbourhood is planned but has not yet broken ground.

[Private-sector venture capital investment](#) into Canadian life sciences companies was \$1.1 billion in 2023, the same as for 2022.

The [Canadian Institutes for Health Research](#) (CIHR) invested over \$1.2 billion into research grants and awards in FY 2023-2024.

## Government Strategies

[Taking life sciences to the next level – Ontario's strategy](#) (2022) focuses on achieving four goals by 2030: Growing biomanufacturing, building domestic supply chain resiliency, increasing commercialization, and adopting local healthcare innovations. There is no specific funding attached to it, but it guides provincial investment and support decisions.

[Canada's Biomanufacturing and Life Sciences Strategy](#) (2021) assigned over \$2.2 billion to the life sciences sector in the federal Budget 2021 and is built around five pillars: Governance, strengthening research systems, growing business by focusing on strengths, building public capacity, and innovation-oriented regulation.

---

<sup>5</sup> *Times Higher Education* rankings.

## Sector Challenges

While each company is unique, there are four common challenges that most companies tend to struggle with:

### Capital/Funding

- Bringing a life sciences product from discovery to market is incredibly expensive; in the case of advanced therapeutics, costs can easily exceed \$2 billion (US).
- Most companies will seek government funding in the early (discovery) stages and venture capital in the later (commercialization) stages, and at the clinical stages will often sell or out-license their intellectual property to a large company.

### Talent

- Most companies will have scientific founders, who typically lack executive experience with growing a company and winning investments.
- Following an investment, companies have limited time to bring their technology to the next level and do not have time to train new staff.
- Companies typically want to hire scientific staff with experience in their scientific niche, and executive staff with experience of bringing a product to market. These staff are usually found in academic or clinical research positions or in existing companies, often outside of Canada.

### Space

- Once a company files intellectual property and begins developing its product, it typically cannot use publicly funded academic/clinical laboratories. Incubators and accelerators bridge the gap between these facilities and fully private ones, but do not accommodate a company's need for new space as it grows.
- Venture-backed companies rarely have capital funding to put into facilities, and the expense of building dedicated laboratory space means that few developers will attempt it. This has led to a critical shortage of turnkey "wet" (chemical and biological) laboratory space for private-sector companies.

### Markets

- Simply bringing a life sciences product through development and regulatory approvals does not guarantee that anyone will buy it. Whether the ultimate payer is a government insurer (e.g., OHIP), private insurer, healthcare setting (e.g., a hospital), private company, or consumer, the company typically needs both a strong value proposition and access to decision-makers to make a sale.
- Federal and provincial governments are often subject to intense lobbying on pricing and access, since this is the principal way for a life sciences company to recoup the costs of bringing a product to market.

## Municipal Actions

Since municipal governments have limited jurisdiction over the four challenges outlined in the previous section, support for companies in the life sciences sector typically involves connecting them to other resources. For example, provincial organizations such as the Ontario Bioscience Innovation Organization work exclusively on funding and early market access.

The municipality has the most freedom of action on challenges 3 and 4. For space, municipal governments control some aspects of permitting and zoning, which can facilitate or incentivize the construction of new life sciences facilities. For markets, municipal governments directly procure a limited set of life sciences products related to service delivery in (e.g.) long-term care, paramedic services, public health, and shelter services.

## Appendix: Key Sector Assets

### Companies

- [3D4MD](#)
- [BresoTEC](#)
- [Conavi Medical](#)
- [Cyclica](#)
- [Dalton Pharma Services](#)
- [Deep Genomics](#)
- [Dot Health](#)
- [Eli Lilly](#)
- [eSight Eyewear](#)
- [Figure 1](#)
- [Janssen](#)
- [Johnson & Johnson](#)
- [LifeLabs](#)
- [McDougall Scientific](#)
- [MolecuLight](#)
- [Northern Biologics](#)
- [Nucro-Technics](#)
- [PocketHealth](#)
- [Proteocyte AI](#)
- [Ripple Therapeutics](#)
- [Rna Diagnostics](#)
- [Sanofi Pasteur](#)
- [Self Care Catalysts](#)
- [Shift Health](#)
- [Shire](#)
- [Swift Medical](#)
- [Synaptive Medical](#)
- [Thornhill Medical](#)
- [Winterlight Labs](#)

## Incubators/Accelerators

### [adMare BioInnovations](#)

- Canada-wide life sciences incubator offering commercial expertise, specialized R&D infrastructure, and seed capital.

### [Biomedical Zone](#)

- Incubator that helps early-stage health technology companies iterate their technology, refine their business model, and demonstrate clinical value in a hospital setting.

### [Centre for Commercialization of Regenerative Medicine \(CCRM\)](#)

- Commercialization organization specializing in living therapies, enabling product and process development through expertise and infrastructure.

### [Centre for Innovation in Health & Wellness, Humber College](#)

- Academic incubator focusing on innovations in health equity and chronic disease.

### [Creative Destruction Lab – Toronto](#)

- Provides startups with access to business development support from top business students at the Rotman School of Management (University of Toronto), funding from leading venture capital firms, and resources to scale their enterprise.

### [DMZ](#)

- A leading business incubator for tech startups in Canada, the DMZ help startups build their businesses by connecting them with customers, capital, experts and a community of entrepreneurs and influencers.
- Discovery District
- A 2.5-square kilometre (1.6-square mile) research park in the heart of Toronto's downtown core, the Discovery District is home to the University of Toronto, Toronto Metropolitan University, the MaRS Centre and several hospitals. The concentration of research and clinical excellence in this area makes it an ideal place to grow a small company.

### [The Entrepreneurship Hatchery](#)

- An incubation program in the University of Toronto's Faculty of Engineering that provides resources and mentorship to help students turn their ideas into successful start-ups.

### [FACIT](#)

- A commercialization organization offering funding and support for cancer-related innovations in Ontario.

### [Health Innovation Hub](#)

- Located in the University of Toronto's Faculty of Medicine, the Health Innovation Hub facilitates the translation of discoveries and ideas into problem-solving designs that impact positively on health matters.

## [Humber Centre for Entrepreneurship](#)

- Located at Humber College, the Centre provides experiential learning opportunities including interactive workshops, networking events and startup competitions.

## [The Imagination Catalyst](#)

- Incubator that provides business development guidance and support for professional artists as well as maker-based, design-focused start-up entrepreneurs.

## [Impact Centre](#)

- Located within the University of Toronto, the Centre provides technical and early-stage guidance to help researchers and graduate students take their discoveries from the lab to the marketplace.

## [JLABS](#)

- A Johnson & Johnson business initiative that provides a platform for emerging companies to transform scientific discoveries into healthcare products.

## [LaunchYU](#)

- Launched by Innovation York and the Lassonde School of Engineering, the entrepreneurship hub provides space for collaborative entrepreneurial endeavours and related events.

## [ONRamp](#)

- Connects entrepreneurs across University of Toronto entrepreneurship hubs with partner organizations to help them accelerate their businesses with access to space, events and networks.
- Québec-Ontario Life Sciences Corridor
- Launched in 2011 as a joint initiative of Life Sciences Ontario and Biopolis Québec, the Québec-Ontario Life Sciences Corridor establishes the region as a major life sciences cluster in North America, supporting the advancement of life sciences discovery and related commercialization.

## [StartGBC](#)

- Operates a co-working space at George Brown College that connects students, alumni and the community with resources, programs and support to foster a culture of entrepreneurship.

## [Toronto Innovation Acceleration Partners \(TIAP\)](#)

- Non-profit organization that acts on behalf of its members—five of Toronto's top universities, institutions and research institutes, plus the MaRS Discovery District—to bring promising research breakthroughs to market.

## [Triphase Accelerator Corporation](#)

- Drug development accelerator that acquires and develops novel therapeutics

## [UTEST](#)

- University of Toronto program that provides companies with investment capital, mentoring, business strategy and incubation space.

## [Wearable, Interactive and Mobile Technology Access Centre in Health \(WIMTACH\)](#)

- Federally funded Technology Access Centre at Centennial College, focusing on taking digital health products from the idea stage to the commercialization stage.

## [York Entrepreneurship Development Institute](#)

- Program that provides academic lectures, workshop-based training in entrepreneurship, and mentorship by key industry leaders.

## **Research Institutes**

- [Bloorview Research Institute](#)
- [Canadian Institute for Advanced Research \(CIFAR\)](#)
- [Canadian Institute for Health Information](#)
- [Centre for Aging and Brain Health Innovation](#)
- [Centre for Addiction and Mental Health](#)
- [Clinical Trials Ontario](#)
- [Institute for Clinical Evaluative Sciences](#)
- [Keenan Research Centre for Biomedical Science](#)
- [Krembil Research Institute](#)
- [Li Ka Shing Knowledge Institute](#)
- [Lunenfeld-Tanenbaum Research Institute](#)
- [Ontario Brain Institute](#)
- [Ontario Genomics](#)
- [Ontario Institute for Cancer Research](#)
- [Ontario Institute for Regenerative Medicine](#)
- [Princess Margaret Cancer Centre](#)
- [Rotman Research Institute at Baycrest Centre](#)
- [SciNet](#)
- [SickKids Research Institute](#)
- [Structural Genomics Consortium](#)
- [Sunnybrook Research Institute](#)
- [Techna Institute](#)
- [Toronto General Hospital Research Institute](#)
- [Toronto Rehabilitation Institute](#)
- [Vector Institute](#)
- [Women's College Research Institute](#)

## ONTARIO INTERNATIONAL TRADE AND INVESTMENT OFFICE / CANADIAN EMBASSY

**Date:** Wednesday, December 18

**Time:** 1:00pm Lunch (meet at Canadian Embassy)

2:30pm Ontario International Trade and Investment Office at Canadian Embassy

**Location:** Embassy of Canada to France, 130 rue du Faubourg Saint-Honore, 75008

### Purpose of the Meeting:

- To gain an in-depth briefing on the current trade relations between Canada and France, including key economic activities and initiatives.

### Topics of discussion:

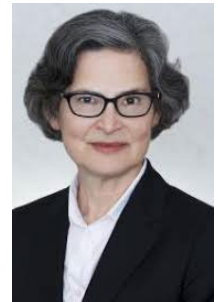
- Discuss and explore opportunities for enhancing trade and economic relations between Ontario and France.
- Gain insights into the current business and political landscape in France and how it impacts trade relations with Toronto, Ontario.
- Identify key sectors and industries where Ontario companies can expand their presence in France, particularly through CETA.
- Gain an understanding on potential challenges and opportunities in the French market, and how the Ontario Trade Office can support local businesses.
- [Consensus](#) conference coming to Toronto from May 14-16, 2025 – opportunity to promote and recruit international delegations.

### Pamela Kanter

Senior Economic Officer, Ontario International – Paris Trade and Investment Office (Paris TIO)

Working closely with Canadian federal, provincial and municipal partners, these offices raise Ontario's profile and build commercial relations in key global markets. They promote exports from Ontario, attract new companies, offices and facilities to Ontario and facilitate international research and innovation partnerships.

- Promote exports from Ontario
- Attract new companies, offices and facilities to Ontario
- Facilitate international research and innovation partnerships



## TORONTO, CANADA, FRANCE

### Canada and France Trade *(Source: Government of Canada)*

- France is an important trading partner for Canada.
- France is Canada's fourth largest merchandise export market in the European Union.
- In 2023, bilateral merchandise trade between the two countries totalled \$12.9 billion, with Canadian merchandise exports to France valued at \$4.3 billion, and merchandise imports at \$8.6 billion.
- At the end of 2022, Canadian direct investment in France totalled \$15.2 billion, while French direct investment in Canada amounted to \$22.7 billion (UIC basis).

- The commercial relationship between Canada and France is strengthened by the Canada-EU Comprehensive Economic and Trade Agreement (CETA), which has been provisionally applied since 2017.
- There are 200 subsidiaries of Canadian companies in France, including Bombardier, Aastra, Cascades, McCain, Quebecor, SNC Lavalin and EnCana. These companies employ around 21,000 people.
- An established partnership agreement between the Business Development Bank of Canada (BDC) and the French investment bank Bpifrance supports small and medium-sized businesses (SMEs) in both countries.

## **Canada – France Bilateral Agreements**

- Canada-European Union: Comprehensive Economic and Trade Agreement (CETA)
- World Trade Organization Agreement on Trade Facilitation (TFA)
- Agreement on Trade-Related Aspects of Intellectual Property Rights (TRIPS)
- Agreement on Trade-related Investment Measures (TRIMS)
- General Agreement on Tariffs and Trade 1994 (GATT)
- General Agreement on Trade in Services (GATS)
- World Trade Organization Information Technology Agreement (ITA)
- World Trade Organization Agreement on Government Procurement (GPA)

## **France Short-Term Economic Outlook** *(Source: European Commission)*

- Economic activity in France is set to remain slow in 2024 (0.7% annual growth) after a significant slowdown in the second half of 2023 but is forecast to gain momentum in 2025 (1.3%).
- Inflation is projected to decrease progressively over the forecast horizon (to 2.5% in 2024 and 2.0% in 2025, after 5.7% in 2023), favoured by the decrease of energy and commodity prices.
- The public deficit is forecast to fall to 5.3% of GDP in 2024 and to 5.0% in 2025. Public debt is set to increase to almost 114% of GDP by 2025.
- France is Canada's fourth largest merchandise export market in the European Union. In 2023, bilateral merchandise trade between the two countries totalled \$12.9 billion, with Canadian merchandise exports to France valued at \$4.3 billion, and merchandise imports at \$8.6 billion. At the end of 2022, Canadian direct investment in France totalled \$15.2 billion, while French direct investment in Canada amounted to \$22.7 billion (UIC basis).

## MEETING WITH THE HON. STEPHANE DION, CANADIAN AMBASSADOR TO FRANCE

**Date:** Wednesday, December 18

**Time:** 3:00pm Courtesy Call (20 minutes)

**Location:** Embassy of Canada to France, 130 rue du Faubourg Saint-Honore, 75008

### Event Overview and Purpose

This meeting will serve as an opportunity to meet with Canada's Ambassador to France, along with staff who are posted at the Canadian Embassy in Paris.

The Ambassador and staff will provide a brief overview of the current situation on the ground, including economic, cultural, and social opportunities that may exist.

### Key Messaging

- The City of Toronto welcomes the opportunity to meet with Canada's representative to France and staff from the Embassy.
- Canadian Embassies and Consulates around the world have played an important role in supporting the relationship between Toronto and international cities, providing helpful insights and considerations as we explore future engagement opportunities.
- The City has carried out updates to its International Alliance Program; we look forward to applying a new approach to engaging with cities around the world to establish connections that are mutually beneficial and foster learnings and outcomes for all involved.

### Background

#### *Diplomatic Relations*

- Canada and France share a long history of strong ties, built on the foundation of a commitment to multilateralism, focus on international peace and security problems, and the promotion of democracy, human rights and good governance.
- The two nations have collaborated on several occasions on issues of common interest such as cultural diversity, gender equality and responses to political and humanitarian crises.
- In France, Canada is represented by the Embassy of Canada to France, located in Paris. Canada also has consulates headed by honorary consuls in Lyon, Nice, Toulouse, Sanit Pierre and Miquelon and Guadeloupe.

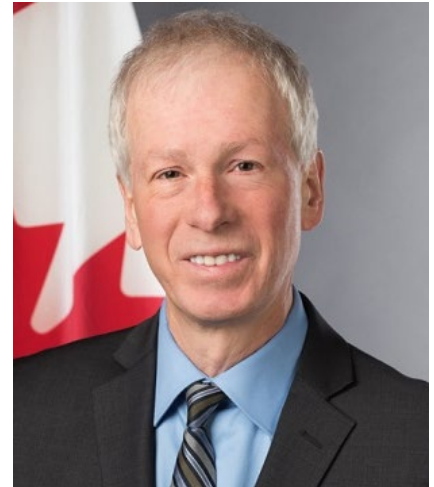
#### *Current Political Situation in France*

- France is facing a political crisis following the collapse of Prime Minister Michel Barnier's government through a no-confidence vote in the National Assembly, the first such vote to succeed since 1962.
- The opposition, spanning far-left and far-right blocs, united against Barnier's proposed budget, which they criticized for austerity measures and lack of dialogue.
- President Emmanuel Macron is now tasked with appointing a new prime minister capable of leading a fractured parliament where no party holds a majority.
- Additionally, the situation has fueled calls for Macron's resignation from opposition figures, even though the French constitution does not mandate the president's resignation after a government falls.
- Protests have also erupted across the country, with demonstrators blaming Macron for cuts in public services, adding pressure on his administration. While Macron has vowed to stay in office until the end of his term, the ongoing instability threatens economic reforms and exacerbates concerns over France's rising debt.

## Biography

### **The Honourable Stéphane Dion, Canada's Ambassador to France, and Monaco, and Prime Minister's Special Envoy to the EU and Europe**

From 2017 to 2022, M. Dion was Ambassador of Canada to Germany and considerably helped increase the cooperation between both countries. From November 2015 until January 2017, M. Dion served as Canada's Minister of Foreign Affairs, and championed Canadian leadership in the world on crucial global interests including the promotion of universal human rights, democracy, the global climate challenge, sustainable trade, peace and stability efforts, and Canada's commitment to diversity.



He was previously Minister of the Environment from 2004 to 2005; chaired the United Nations Conference on Climate Change (COP11/MOP1) in 2015; served as Minister responsible for Official Languages (2001 to 2003); and served as Minister of Intergovernmental Affairs between 1996 and 2003. M. Dion served as a Member of Parliament first in 1996 and was re-elected 7 consecutive times.

Before entering politics, Stéphane Dion taught Political Science at Université de Moncton and Université de Montréal.

Born in Quebec City, Canada, he studied at Université Laval before obtaining a State Doctorate in Sociology from the Institut d'études politiques in Paris, France, for which he received the CNRS bronze medal.

## France – Quick Facts

**Official Name:** French Republic

**Conventional Name:** France

**Capital:** Paris (population of 12.3 million since January 2023)

**Population:** 68.4 million (January 2024)

**Area:** 643,801 km<sup>2</sup>

**Major Languages:** French

**Chief of State:** President Emmanuel Macron (since 2017)

**Head of Government:** Prime Minister Michel Barnier (since 2024)



## CONFERENCE OF PARIS

December 16-17, 2024 - OECD Conference Centre

## CONFRONTING THE UNKNOWN

MONDAY – DECEMBER 16

9:30 AM

## INAUGURAL PLENARY SESSION OF THE CONFERENCE

**OPENING REMARKS**

**Mathias Cormann**, Secretary-General, Organisation for Economic Co-operation and Development (OECD) - *confirmed*

**Nicholas Rémillard**, CEO, International Economic Forum of the Americas - *confirmed*

**Jean-Pierre Clamadieu**, Chairman, ENGIE; Co-Chair, Board of Governors, Conference of Paris - *confirmed*

**Hélène Desmarais**, Executive Chairwoman, IVADO Labs; and Chair of the Board, HEC Montréal - *confirmed*

10:00 AM

## OPENING FIRESIDE CHAT SESSION

## CONFRONTING THE UNKNOWN

The financial landscape is undergoing significant transformations, driven by evolving investor priorities, regulatory pressures, and a growing emphasis on sustainable and responsible investing. What core values guide organizations in maintaining a long-standing tradition of entrepreneurship and social responsibility, and how do these values influence their approach to asset management? In what ways will an emphasis on sustainability criteria in private equity influence future investment strategies and enhance value creation? How can organizations effectively assess and prioritize geopolitical risks associated with political instability and violence in various regions?

**SPEAKER**

**H.S.H. Prince Max von und zu Liechtenstein**, Chairman and CEO, LGT Group - *confirmed*

Interviewed by **Paul Desmarais III**, Chairman and CEO, Sagard - *confirmed*

10:30 AM

## PLENARY SESSION

## STEERING CAPITAL TOWARD A SUSTAINABLE FUTURE

Transition finance emerges as a pivotal force capable of steering the global economy towards a greener future, by harnessing financial mechanisms to accelerate the development of low-carbon and climate resilient pathways. How can financial institutions effectively mobilize capital for green investments without compromising on profitability? What role do government policies and international agreements play in shaping the landscape of transition finance? Which activities present the biggest opportunities to scale sustainable solutions for people and planet?

**SPEAKERS**

**David Schwimmer**, CEO, London Stock Exchange Group - *confirmed*

**Joseph Pinto**, CEO, M&G Asset Management - *confirmed*

**Martin Præstegaard**, CEO, ATP - *confirmed*

**Jean Schmitt**, President and Managing Partner, Jolt Capital - *confirmed*

Moderated by **Silvia Pavoni**, Founder and Editor, Sustainable Views, Financial Times; and Editor-in-Chief, The Banker - *confirmed*



11:30 AM

## FIRESIDE CHAT SESSION

## SHAPING THE MID CAP MARKET: SERVING FUTURE EUROPEAN CHAMPIONS

In today's European macroeconomic landscape, the mid-market has emerged as a driving force behind growth and innovation. Mid-cap enterprises are crucial players across diverse sectors, from technology and digital services to environmental solutions. Their agility, adaptability, and customer-centric approach position them as potential European champions, expanding beyond domestic markets and achieving growth both within Europe and globally. As such, they are integral to Europe's economic recovery and its brighter future. For investors, this presents a compelling opportunity to engage with Europe's dynamic mid-market. These businesses are well-positioned to scale and lead in the face of digital transformation, but they also encounter challenges—particularly around access to capital. Their growth potential, therefore, hinges not only on their own innovation and adaptability but also on continued support from financial institutions. So, are mid-market enterprises truly the engine of the European economy? With their substantial contributions to innovation, job creation, and GDP, many believe they are. The critical question now is how to further empower them, removing barriers and unlocking their full potential in an increasingly competitive global market.

## INTRODUCTION

**Pierre Moscovici**, First President, Cour des Comptes - *confirmed*

## SPEAKER

**Christophe Bavière**, Co-CEO, Eurazeo - *confirmed*

Interviewed by **Maria Tadeo**, Europe correspondent, Le Grand Continent - *confirmed*

12:00 PM

## PLENARY SESSION

## GLOBAL GOVERNANCE IN TIMES OF REGULATORY UNCERTAINTY

Corporate leaders are facing an increasingly complex landscape of conflicting and overlapping national standards, while navigating this terrain is essential for strengthening their global governance. Are there benefits to highly regulated markets? How does regulatory uncertainty affect corporate decision-making and strategic planning? What collaborative approaches can corporate leaders adopt to shape regulatory policies?

## SPEAKERS

**Nicolas Lefevre-Martou**, Chief Strategy Officer, ENGIE - *confirmed*

**Mairead Lavery**, President and CEO, EDC - *confirmed*

**Adrien Couret**, CEO, Aéma Groupe - *confirmed*

Moderated by **Lorraine Goumot**, Anchor, BFM Business TV - *confirmed*

1:00 PM

## PRIVATE LUNCHEON - by invitation only

## GUEST OF HONOR

**Martin Præstegaard**, CEO, ATP - *confirmed*

Interviewed by **Rafalèle Tordjman**, Founder and CEO, Jeito Capital - *confirmed*

2:30 PM

## FIRESIDE CHAT SESSION

## SUSTAINABILITY BEYOND UNCERTAINTY: A PATH FORWARD FOR THE ENERGY TRANSITION



---

In a world of growing political and economic uncertainty, some governments are retreating from sustainability commitments. Global companies are seeking stability from reliable partners when making investment decisions. As an investment promotion leader who engages with global executives regularly, Invest in Canada CEO Laurel Broten has a unique perspective on the path forward for countries seeking to decarbonize their economies – and companies looking to make sustainable long-term energy investments.

**SPEAKER**

**Laurel Broten**, CEO, Invest in Canada - *confirmed*

Interviewed by **Charlotte Kan**, Journalist, Presenter and Editor - *confirmed*

---

**3:00 PM****PLENARY SESSION****SCALING LOWER CARBON ECONOMIES AT SPEED**

As 2024 went down as the year with the highest carbon emissions ever recorded, it is evident that industrial decarbonization efforts need to accelerate significantly if we are to limit global temperature increases and achieve a sustainable future. Learning from successful decarbonization efforts in various industries, which practices have proved most efficient in reducing carbon emissions? How can companies leverage new innovations and technologies to successfully negotiate the green transition while maintaining growth? To encourage a global shift towards lower-carbon industrial processes, how can international partnerships and collaborations promote the sharing of knowledge, resources, and technologies?

**INTRODUCTION**

**Reta Jo Lewis**, Chair and President, Export-Import Bank of the United States (Exim Bank) - *confirmed*

**SPEAKERS**

**Aurélien Hamelle**, President for Strategy & Sustainability, TotalEnergies - *confirmed*

**José Manuel Entrecanales**, Chairman and CEO, Acciona - *confirmed*

**Philippe Kehren**, CEO, Solvay - *confirmed*

**Jean-Marc Ollagnier**, Chairman, EMEA, Accenture - *confirmed*

Moderated by **Charlotte Reed**, France Correspondent, CNBC - *confirmed*

---

**4:00 PM****FIRESIDE CHAT SESSION****HOW A MOBILE CAN BECOME A LIBRARY IN YOUR POCKET**

With advancements in mobile technology, smartphones are increasingly transforming into portable libraries, revolutionizing access to knowledge, education, and information on a global scale. How can mobile technology bridge the global knowledge gap and provide equitable access to education and information? What are the key opportunities and challenges for businesses in leveraging mobile platforms to deliver content and learning tools? How will the growing role of smartphones as educational hubs impact industries and shape the future of learning and workforce development?

**SPEAKERS**

**Thierry Dassault**, President of the Supervisory Board, Groupe industriel Marcel Dassault - *confirmed*

**Juan Pirlot de Corbion**, Founder and CEO, YouScribe - *confirmed*

---

**4:30 PM****PLENARY SESSION****TRIPLING RENEWABLES**

While renewable energy capacity grew by 50% in 2023, considerable challenges remain to meet COP 28's agreement of tripling renewable sources of energy. What are the key challenges hindering the rapid

---



expansion of renewable power capacity, and how can governments and private sectors collaboratively address these barriers to ensure we meet the targets set by COP 28? While wind and solar continue to lead the way, how can we accelerate the integration of other clean sources, such as green hydrogen and biomethane energy, into the energy landscape? What technological advancements are essential to diversify the energy mix and ensure a reliable and resilient transition to a tripled renewable power capacity?

## **SPEAKERS**

**Svein Tore Holsether**, President and CEO, Yara International - *confirmed*

**Dominique Mockly**, Chairman and CEO, Teréga - *confirmed*

**Gwenaëlle Avice-Huet**, Executive Vice President of Europe Operations and Member of the Executive Committee, Schneider Electric - *confirmed*

**Anne-Laure de Chammard**, Group Executive Board Member, Siemens Energy - *confirmed*

**Ion Sterian**, CEO, Transgaz - *confirmed*

Moderated by **Helima Croft**, Managing Director and Global Head of Commodity Strategy, RBC Capital Markets - *confirmed*

5:30 PM

## **FIRESIDE CHAT SESSION**

### **POWERING EUROPE'S COMPETITIVENESS: ENERGY TRANSITION AND THE TRANSATLANTIC DYNAMIC**

As Europe navigates a shifting geopolitical landscape, its industrial competitiveness and energy transition strategies face increasing pressure in a rapidly evolving global market, particularly in the context of transatlantic relations. How can Europe strengthen its industrial base while advancing its energy transition in a competitive global economy? What role do transatlantic relations play in shaping Europe's approach to sustainable industrial growth? What are the main challenges and opportunities for European industries in the face of energy transformation and heightened global competition?

## **SPEAKER**

**Josu Jon Imaz**, CEO, Repsol - *confirmed*

Interviewed by **Scott Brison**, Vice-Chair, BMO Wealth Management - *confirmed*

6:00 PM

## **NETWORKING RECEPTION**

6:30 PM

### **ANNUAL BOARD OF GOVERNORS' MEETING - by invitation only**

Groupe Industriel Marcel Dassault's Headquarters

9, rond-point des Champs-Élysées Marcel Dassault, 75008 Paris

7:30 PM

### **BOARD OF GOVERNORS' DINNER - by invitation only**

Groupe Industriel Marcel Dassault's Headquarters

9, rond-point des Champs-Élysées Marcel Dassault, 75008 Paris

## **GUEST OF HONOR**

**Luca de Meo**, CEO, Renault Group - *confirmed*



## TUESDAY – DECEMBER 17

9:00 AM

## OPENING SESSION

## OPENING REMARKS

**Mary Beth Goodman**, Deputy Secretary-General, Organisation for Economic Co-operation and Development (OECD) - *confirmed*

**Valérie Pécresse**, President of the Regional Council of Île-de-France - *confirmed*

9:30 AM

## PLENARY SESSION

## MAJOR GLOBAL SPORTING EVENTS: HOW TO OVERCOME THE CHALLENGES?

Major global sporting events such as the Olympics, FIFA World Cup, and Paralympic Games are monumental in scope, requiring extensive planning, infrastructure, and logistics to ensure success. However, these events often face significant challenges, from transportation coordination to sustainable development and security concerns. What are the main logistical challenges cities face when hosting major global sporting events, and how can transportation systems adapt to meet increased demand? How can host cities ensure sustainable urban development and minimize the environmental impact of these large-scale events? What strategies can be implemented to enhance the security and safety of attendees while maintaining a positive experience for all participants?

## SPEAKERS

**Alexandra Dublanche**, President, Choose Paris Region

**Stephanie Wiggins**, CEO, Los Angeles County Metropolitan Transportation Authority (LA Metro) - *confirmed*

**Edgar See**, Director, Paris Olympic and Paralympic Games, RATP Group - *confirmed*

**Shelley Carroll**, City Councillor and Mayor's Economic Development & Culture Champion, City of Toronto - *confirmed*

Moderated by **Bernard Spitz**, Founder and CEO, BSC (Strategic Advisory) - *confirmed*

10:30 AM

## PLENARY SESSION

## INVESTING IN NEXT-GEN MEDICAL INNOVATIONS

The landscape of cutting-edge medical innovation presents lucrative and meaningful investment prospects, driven by technological advancements and growing demand for revolutionary healthcare solutions. What are the major challenges facing the market for advanced medical technologies? What emerging trends in advanced medical innovation present the most promising market opportunities? What indicators should investors prioritize to identify high-impact opportunities and mitigate potential risks in their investment?

## SPEAKERS

**Sabine Dandiguan**, Managing Partner, Jeito Capital - *confirmed*

**Christophe Weber**, President and CEO, Takeda Pharmaceutical - *confirmed*

Moderated by **Sarah Neville**, Global Health Editor, Financial Times - *confirmed*

11:00 AM

## FIRESIDE CHAT SESSION

## THE TRUTH OF GENERATIVE AI



---

Generative AI is transforming industries across the world, challenging traditional business models, creating new opportunities, and raising critical questions about its long-term impact on leadership and decision-making at the highest levels. How can leaders leverage generative AI to drive innovation while maintaining competitive advantage? What are the ethical and regulatory implications of adopting generative AI in American industries? How will generative AI reshape the role of leadership in decision-making and organizational culture?

**SPEAKER**

**Tom Siebel**, Chairman and CEO, C3.ai - *confirmed*

Interviewed by **Charlotte Reed**, France Correspondent, CNBC - *confirmed*

---

**11:30 AM****PLENARY SESSION****REDEFINING BUSINESS**

From creating work and resources, the rising need for sustainability makes us rethink the place of the private sector in society and the length of the impact it could lead towards a better future. While maintaining profitability remains central, companies must now also prioritize human needs and societal well-being. In this evolving landscape, AI and cybersecurity are emerging as key enablers. AI-driven innovations can help businesses optimize resources, enhance decision-making, and implement sustainable practices, while robust cybersecurity ensures the integrity and protection of sensitive data. How can companies adopt these technologies while maintaining ethical standards and enforcing impact-driven practices across all industries? Moreover, how can businesses play a positive role in their communities by incorporating environmental and social considerations into their strategies?

**SPEAKERS**

**Maurice Lévy**, Honorary Chairman, Publicis Groupe - *confirmed*

**Denis Machuel**, CEO, Adecco Group - *confirmed*

**Dominik Asam**, Chief Financial Officer, SAP - *confirmed*

**Frédéric Oudéa**, Chairman, Sanofi - *confirmed*

**Carmine Di Noia**, Director for Financial and Enterprise Affairs, Organisation for Economic Co-operation and Development (OECD) - *confirmed*

Moderated by **Charlotte Kan**, Journalist, Presenter and Editor - *confirmed*

---

**12:30 PM****FIRESIDE CHAT SESSION****MINING IN A NET-ZERO WORLD**

As the world moves toward ambitious net-zero goals, the mining industry faces a critical juncture, balancing the growing demand for minerals essential to the energy transition with the urgent need to reduce its own carbon footprint. How can the global mining sector innovate to meet rising demand for critical minerals while aligning with net-zero targets? What sustainable practices and technologies can help mining companies minimize their environmental impact and decarbonize operations? How will shifting global policies and stakeholder expectations shape the future of mining in a net-zero world?

**SPEAKER**

**Mike Henry**, CEO, BHP - *confirmed*

Interviewed by **Francine Lacqua**, Anchor and Editor-at-large, Bloomberg TV - *confirmed*

---

**1:00 PM****PRIVATE LUNCHEON - by invitation only**

---



---

**GUEST OF HONOR**

**Mike Henry**, CEO, BHP - *confirmed*

Interviewed by **Bernard Spitz**, Founder and CEO, BSC (Strategic Advisory) – *confirmed*

---

3:00 PM

**FIRESIDE CHAT SESSION****BUILDING A ROBUST AND SUSTAINABLE SUPPLY CHAIN**

In a world marked by rapid technological advancements, shifting trade dynamics, and the urgency of the energy transition, businesses face unprecedented challenges in reimagining their supply chains to remain competitive and resilient. How can companies leverage technology and innovation to build resilient, future-ready supply chains amidst global disruptions? What strategies can businesses adopt to mitigate risks from rising trade tensions and protect their supply chain infrastructure? How are global companies navigating the energy transition while ensuring supply chain sustainability and operational efficiency?

**SPEAKER**

**Vincent Clerc**, CEO, Maersk - *confirmed*

Interviewed by **Maria Tadeo**, Europe correspondent, Le Grand Continent - *confirmed*

Presented by **Philippe Bourbeau**, Codirector, International Institute Economic Diplomacy, HEC Montreal – *confirmed*

---

3:30 PM

**FIRESIDE CHAT SESSION****NAVIGATING CHANGE: GLOBAL INVESTOR STRATEGIES IN THE WAKE OF THE NEW US ADMINISTRATION**

As the new US administration will take office in January, the shifting political landscape presents both challenges and opportunities for markets, investors, and businesses globally. How will the new administration's economic policies affect market stability and investor confidence? What sectors or industries are likely to benefit or face challenges under this new leadership? How should global investors adapt their strategies in response to potential shifts in US fiscal and monetary policy?

**SPEAKER**

**Richard Ditzio**, CEO, Milken Institute - *confirmed*

Interviewed by **Marion Solletty**, Executive Editor, France, Politico - *confirmed*

---

4:00 PM

**PLENARY SESSION****NUCLEAR POWER AS A SUBSTITUTE ENERGY**

As the world seeks sustainable solutions to meet growing energy demands, nuclear energy stands at the crossroads of the green transition, offering a low-carbon alternative to fossil fuels. What are the potential contributions of nuclear energy to achieving carbon neutrality, and how can it be integrated with renewable energy systems? How can the safety and waste management concerns associated with nuclear energy be addressed to gain public trust and support for its role in the green transition? In what ways can advancements in nuclear technology, such as small modular reactors (SMRs), enhance the scalability and flexibility of nuclear power within diverse energy landscapes?

**INTRODUCTION**

**Fatih Birol**, Executive Director, International Energy Agency (IEA) - *confirmed*

**SPEAKERS**

---



---

**Fatih Birol**, Executive Director, International Energy Agency (IEA) - *confirmed*

**Elisabeth Rizzotti**, Chief Operating Officer, Newcleo - *confirmed*

**Tim Gitzel**, President and CEO, Cameco - *confirmed*

**Cosmin Ghita**, CEO, Nuclearelectrica - *confirmed*

Moderated by **Maria Korsnick**, President and CEO, Nuclear Energy Institute - *confirmed*

---

5:00 PM

## CLOSING FIRESIDE CHAT SESSION

### NAVIGATING THE NEW GLOBAL CONSUMPTION LANDSCAPE

The consumer landscape is more fragmented than ever before. Between the rise of social media, online shopping, and a global pandemic, the way we consume has fundamentally changed. Add to that a backdrop of geopolitical shifts, and we find ourselves navigating a complex and fragmented reality – as consumers and as businesses. Join us for this closing fireside chat as we explore this new landscape.

#### **SPEAKER**

**Nicolas Hieronimus**, CEO, L'Oréal - *confirmed*

Interviewed by **Francine Lacqua**, Anchor and Editor-at-large, Bloomberg TV - *confirmed*

---

5:30 PM

## CLOSING REMARKS

#### **SPEAKER**

**Nicholas Rémillard**, CEO, International Economic Forum of the Americas - *confirmed*

---

5:45 PM

## NETWORKING RECEPTION

---

7:00 PM

## EXECUTIVE CLUB PRIVATE RECEPTION - by invitation only

Cercle de l'Union interallié

33, rue du Faubourg Saint-Honoré, 75008 Paris

#### **GUEST OF HONOR**

**Vincent Clerc**, CEO, Maersk - *confirmed*

---

[Version française](#) ▼



AIR CANADA

## Booking Confirmation

3EOSLD

Issued 21 Nov, 2024

[Manage booking](#)

[Check-in](#)

Thank you for choosing Air Canada. Below are your flight details and other useful information for your trip.

**IMPORTANT** : This is your official itinerary/receipt. You must bring it with you to the airport for check-in. Please print/retain this page for your financial records (for taxation, expense claim or credit card reconciliation purposes).

For a successful journey, it's essential that your travel documents are valid for entry and transit through all countries/regions on your itinerary. Remember that failure to comply with travel requirements may result in refusal to travel. For detailed information, consult our [Travel Documents page](#) and our [Travel Ready hub](#).

### Flights

**Departure • Fri 13 Dec, 2024**

Economy Flex

**Toronto YYZ**

20:40

Toronto-Pearson International Airport Terminal 1

**Paris CDG**

10:25 +1 day

Charles de Gaulle Airport Terminal 2C

AC 872 • Operated by Air Canada  
Aircraft type: [Airbus A330-300](#) 📶 Wi-Fi  
Duration: 7hr 45m  
Cabin: Economy Class (S)  
Meal: Meal, Breakfast

**Return • Thu 19 Dec, 2024**

Economy Flex

**Paris CDG**


**12:05**

Charles de Gaulle Airport Terminal 2C

**Toronto YYZ**

**14:50**

Toronto-Pearson International Airport Terminal 1

AC 873 • Operated by Air Canada  
Aircraft type: [Airbus A330-300](#)  Wi-Fi  
Duration: 8hr 45m  
Cabin: Economy Class (S)  
Meal: Meal, Snack

**Passengers**


**Shelley Ann Carroll**

Ticket #: 0142109118225

**Seats**

YYZ → CDG	19D
CDG → YYZ	19D

**Purchase Summary**

 •••• 8017

**CAD \$1,969.67**

**1 Adult**

**Air transportation charges**

Base fare - Adult	\$761.01
Carrier surcharges	\$824.99

**Taxes, Fees and Charges**

Air Travellers Security Charge - Canada	\$34.42
Harmonized Sales Tax - Canada - 100092287 RT0001	\$4.55
Airport Improvement Fee - Canada	\$35.00
Safety and Security/ Civil Aviation/ Fiscal Tax - France	\$32.50
Air Passenger Solidarity Tax - France	\$6.70
Air Passenger Solidarity Tax Surplus - France	\$4.40
Passenger Service Charge (international flights) - France	\$48.10

**Seats**

Shelley Ann Carroll

YYZ - CDG: 19D Preferred Seat - Aisle - 0144277771223 \$109.00

CDG - YYZ: 19D Preferred Seat - Aisle - 0144277771224 \$109.00

**Promotion code**

Q6DDEBX1 - AIR CANADA MEETINGS AND  
CONVENTIONS

**Applied**

**Grand total**

**CAD \$1,969.67**

[Version française](#) ▼



AIR CANADA

## Booking Confirmation

3EOSLD

Issued 21 Nov, 2024

[Manage booking](#)

[Check-in](#)

Thank you for choosing Air Canada. Below are your flight details and other useful information for your trip.

**IMPORTANT** : This is your official itinerary/receipt. You must bring it with you to the airport for check-in. Please print/retain this page for your financial records (for taxation, expense claim or credit card reconciliation purposes).

For a successful journey, it's essential that your travel documents are valid for entry and transit through all countries/regions on your itinerary. Remember that failure to comply with travel requirements may result in refusal to travel. For detailed information, consult our [Travel Documents page](#) and our [Travel Ready hub](#).

### Flights

**Departure • Fri 13 Dec, 2024**

Economy Flex

**Toronto YYZ**

20:40

Toronto-Pearson International Airport Terminal 1

**Paris CDG**

10:25 +1 day

Charles de Gaulle Airport Terminal 2C

AC 872 • Operated by Air Canada  
Aircraft type: [Airbus A330-300](#) 📶 Wi-Fi  
Duration: 7hr 45m  
Cabin: Economy Class (S)  
Meal: Meal, Breakfast

**Return • Thu 19 Dec, 2024**

Economy Flex

**Paris CDG**


**12:05**

Charles de Gaulle Airport Terminal 2C

**Toronto YYZ**

**14:50**

Toronto-Pearson International Airport Terminal 1

AC 873 • Operated by Air Canada  
Aircraft type: [Airbus A330-300](#)  Wi-Fi  
Duration: 8hr 45m  
Cabin: Economy Class (S)  
Meal: Meal, Snack

**Passengers**


**Shelley Ann Carroll**

Ticket #: 0142109118225

**Seats**

YYZ → CDG	19D
CDG → YYZ	19D

**Purchase Summary**

 •••• 8017

**CAD \$1,969.67**

**1 Adult**

**Air transportation charges**

Base fare - Adult	\$761.01
Carrier surcharges	\$824.99

**Taxes, Fees and Charges**

Air Travellers Security Charge - Canada	\$34.42
Harmonized Sales Tax - Canada - 100092287 RT0001	\$4.55
Airport Improvement Fee - Canada	\$35.00
Safety and Security/ Civil Aviation/ Fiscal Tax - France	\$32.50
Air Passenger Solidarity Tax - France	\$6.70
Air Passenger Solidarity Tax Surplus - France	\$4.40
Passenger Service Charge (international flights) - France	\$48.10

**Seats**

Shelley Ann Carroll

YYZ - CDG: 19D Preferred Seat - Aisle - 0144277771223 \$109.00

CDG - YYZ: 19D Preferred Seat - Aisle - 0144277771224 \$109.00

**Promotion code**

Q6DDEBX1 - AIR CANADA MEETINGS AND  
CONVENTIONS

**Applied**

**Grand total**

**CAD \$1,969.67**

**From:** [Vanna Petropoulos](#)  
**To:** [Tom Gleason](#)  
**Cc:** [Clare Barnett](#)  
**Subject:** FW: CDP 2024: accommodation and transportation details for Clare Barnett  
**Date:** January 16, 2025 11:34:10 AM  
**Attachments:** [image001.png](#)  
[image002.png](#)  
[image003.png](#)  
[image004.png](#)  
[image005.png](#)

---

Hi Tom

Please see email below. Will this email documentation suffice?

Please advise.

Thanks  
vanna

---

**From:** conciergerie <[conciergerie@forum-americas.org](mailto:conciergerie@forum-americas.org)>  
**Sent:** Thursday, January 16, 2025 9:53 AM  
**To:** conciergerie <[conciergerie@forum-americas.org](mailto:conciergerie@forum-americas.org)>; Vanna Petropoulos <[Vanna.Petropoulos@toronto.ca](mailto:Vanna.Petropoulos@toronto.ca)>  
**Cc:** Cédric Muller <[c.muller@forum-americas.org](mailto:c.muller@forum-americas.org)>; Annie Pinsonnault <[a.pinsonnault@forum-americas.org](mailto:a.pinsonnault@forum-americas.org)>; Francisca Insulza <[f.insulza@forum-americas.org](mailto:f.insulza@forum-americas.org)>; Joseph Clark <[j.clark@forum-americas.org](mailto:j.clark@forum-americas.org)>  
**Subject:** [External Sender] RE: CDP 2024: accommodation and transportation details for Clare Barnett

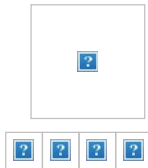
Hello Vanna,

I have received the reply from the hotel – unfortunately, they cannot provide the requested receipts as the charges were routed to the master account and the account is settled and closed now.

I can confirm that the rate per night paid by IEFA was 490.00 EUR (taxes included).

Please let me know if you have any additional questions.

Thank you,  
Viktor



**Viktor Samonov**  
Travel and Hospitality coordinator | Coordonnateur de voyages et conciergerie  
International Economic Forum of the Americas | Forum économique international des Amériques  
[Forum-americas.org](http://Forum-americas.org)  
+ 1 514 559-2936

*You have received this email because you are or have been in contact with the International Economic Forum of the Americas. If you no longer wish to receive emails from us, please advise. Vous recevez ce courriel car vous êtes ou avez été en contact avec le Forum économique international des Amériques. Si vous souhaitez ne plus recevoir de courriels, merci de nous l'indiquer en retour.*

---

**From:** conciergerie <[conciergerie@forum-americas.org](mailto:conciergerie@forum-americas.org)>  
**Sent:** January 15, 2025 3:02 PM  
**To:** Vanna Petropoulos <[Vanna.Petropoulos@toronto.ca](mailto:Vanna.Petropoulos@toronto.ca)>; conciergerie <[conciergerie@forum-americas.org](mailto:conciergerie@forum-americas.org)>  
**Cc:** Cédric Muller <[c.muller@forum-americas.org](mailto:c.muller@forum-americas.org)>; Annie Pinsonnault <[a.pinsonnault@forum-americas.org](mailto:a.pinsonnault@forum-americas.org)>; Francisca Insulza <[f.insulza@forum-americas.org](mailto:f.insulza@forum-americas.org)>; Joseph Clark <[j.clark@forum-americas.org](mailto:j.clark@forum-americas.org)>  
**Subject:** RE: CDP 2024: accommodation and transportation details for Clare Barnett

Hi Vanna,

Thank you for the inquiry.

I will contact the hotel and will ask them to prepare the two invoices with the nights of stay shown.

I hope that the hotel will be able to accommodate this request.  
I will keep you updated on the matter.

Thank you,  
Viktor



**Viktor Samonov**  
Travel and Hospitality coordinator | Coordonnateur de voyages et conciergerie  
International Economic Forum of the Americas | Forum économique international des Amériques  
[Forum-americas.org](http://Forum-americas.org)



+ 1 514 559-2936

*You have received this email because you are or have been in contact with the International Economic Forum of the Americas. If you no longer wish to receive emails from us, please advise. Vous recevez ce courriel car vous êtes ou avez été en contact avec le Forum économique international des Amériques. Si vous souhaitez ne plus recevoir de courriels, merci de nous l'indiquer en retour.*

---

**From:** Vanna Petropoulos <[Vanna.Petropoulos@toronto.ca](mailto:Vanna.Petropoulos@toronto.ca)>

**Sent:** January 15, 2025 12:15 PM

**To:** conciergerie <[conciergerie@forum-americas.org](mailto:conciergerie@forum-americas.org)>

**Cc:** Cédric Muller <[c.muller@forum-americas.org](mailto:c.muller@forum-americas.org)>; Annie Pinsonnault <[a.pinsonnault@forum-americas.org](mailto:a.pinsonnault@forum-americas.org)>; Francisca Insulza <[f.insulza@forum-americas.org](mailto:f.insulza@forum-americas.org)>;

Joseph Clark <[j.clark@forum-americas.org](mailto:j.clark@forum-americas.org)>

**Subject:** RE: CDP 2024: accommodation and transportation details for Clare Barnett

Hi Viktor

Unfortunately, it seems we will require the hotel invoice of what was paid by IEFA. It's part of our reporting system.

Thank you in advance for all your efforts regarding this.

Vanna

---

**From:** conciergerie <[conciergerie@forum-americas.org](mailto:conciergerie@forum-americas.org)>

**Sent:** Tuesday, January 14, 2025 10:30 AM

**To:** conciergerie <[conciergerie@forum-americas.org](mailto:conciergerie@forum-americas.org)>; Vanna Petropoulos <[Vanna.Petropoulos@toronto.ca](mailto:Vanna.Petropoulos@toronto.ca)>

**Cc:** Cédric Muller <[c.muller@forum-americas.org](mailto:c.muller@forum-americas.org)>; Annie Pinsonnault <[a.pinsonnault@forum-americas.org](mailto:a.pinsonnault@forum-americas.org)>; Francisca Insulza <[f.insulza@forum-americas.org](mailto:f.insulza@forum-americas.org)>;

Joseph Clark <[j.clark@forum-americas.org](mailto:j.clark@forum-americas.org)>

**Subject:** [External Sender] RE: CDP 2024: accommodation and transportation details for Clare Barnett

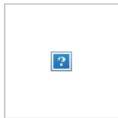
Hello Vanna,

The hotel could send me only the invoices for which the guests were paying themselves. I believe that the nights paid by IEFA went to the master account and is mixed with the other charges now.

Please let me know if the files attached will work for you. If you absolutely need specifically the three nights (14-17 DEC for Carroll Shelley and 15-18 for Clare Barnett) which were paid by IEFA I will ask the hotel again.

Thank you,

Viktor



**Viktor Samonov**

Travel and Hospitality coordinator | Coordonnateur de voyages et conciergerie

International Economic Forum of the Americas | Forum économique international des Amériques

[Forum-americas.org](http://Forum-americas.org)

+ 1 514 559-2936

*You have received this email because you are or have been in contact with the International Economic Forum of the Americas. If you no longer wish to receive emails from us, please advise. Vous recevez ce courriel car vous êtes ou avez été en contact avec le Forum économique international des Amériques. Si vous souhaitez ne plus recevoir de courriels, merci de nous l'indiquer en retour.*