



November 3, 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 Montreal, Quebec, Canada; June 9 to 10, 2025**

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 June 27, 2025;
2. an invitation with a price breakdown from Joseph Clark, President, dated June 3, 2025;
3. the agenda;
4. 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](http://toronto.ca/integrity), in accordance with the *Code of Conduct for Members of Council*.

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

Yours truly,



Paul Muldoon  
Integrity Commissioner

Enclosures (3):      Travel Declaration Form dated June 27, 2025  
                            Confirmation Package, Invitation, cost breakdown and Agenda

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



**Gift Disclosure Statement  
Travel Declaration**

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>        | Attend 31st Edition of the Conference of Montreal |
| <b>Travel Destination:</b>     | Montreal  |
| <b>Travel Dates:</b>           | June 8, 2025 to June 10, 2025                     |
| <b>Additional Information:</b> |   |

**Travel Expenses Covered by Third Party (please complete all that apply)**

|  |   |
|--|---|
| <b>Sponsor of Travel:</b>  | Name: International Economic Forum of the Americas<br><br>Type of Sponsor (check all that apply):<br><input type="checkbox"/> Government <input type="checkbox"/> Other organization <input checked="" type="checkbox"/> Conference Organizer |
| <b>Registration Fees:</b>  | \$0   |
| <b>Travel:</b>   | \$787.18  |
| <b>Accommodation:</b>  | \$1751.43   |
| <b>Ground Transportation:</b>  | \$  |
| <b>Per Diem/Sundry Expenses:</b>   | \$  |
| <b>TOTAL:</b>  | \$2538.61   |
| <br><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>  | \$ <b>Source:</b>   |

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

Signed by

06/27/2025

Date: \_\_\_\_\_

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).

**From:** conciergerie  
**To:** Andrew Yang  
**Subject:** [External Sender] Re: 31st Edition of the Conference of Montreal - Accommodation and Transportation  
**Date:** June 27, 2025 10:02:42 AM  
**Attachments:** image001.png  
image002.png  
image003.png  
image004.png  
image005.png  
Outlook-p1qcp2u5.png  
Outlook-jp2nkk0r.png  
Outlook-onft31iz.png  
Outlook-hawxfros.png  
Outlook-ta0idvze.png

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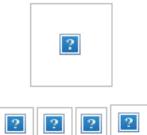
Hello Mr. Yang,

Apologies for the delay of the response. You seemed to have sent to dismiss the inquiry in a previous email, thus my confusion.

Here are the price down :

- Hotel; 1751,43\$
- Transport : N/A
- Flight: 787,18\$

Best,



Jade Bernier  
Coordinator, Travel & Hospitality - Coordinatrice, voyages & conciergerie  
International Economic Forum of the Americas | Forum économique international des Amériques  
Forum-americas.org

*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.*

---

De : Andrew Yang <Andrew.Yang5@toronto.ca>

Envoyé : 23 juin 2025 11:22

À : conciergerie <concierge@forum-americas.org>

Cc : Joseph Clark <j.clark@forum-americas.org>; Susana Vaz <Susana.Vaz@toronto.ca>; Tom Gleason <Tom.Gleason@toronto.ca>; Ali Ponte <a.ponte@forum-americas.org>; Annie Pinsonnault <a.pinsonnault@forum-americas.org>

Objet : RE: 31st Edition of the Conference of Montreal - Accommodation and Transportation

Good day,

Following up on my previous email. Requesting if information regarding fees and cost for Councillor Carroll can be shared with our office as we need to put this forward to the Integrity Commissioner.

Thank you for your understanding.

Andrew Yang  
Manager, Community & Operations  
Office of Councillor Shelley Carroll  
Ward 17 - Don Valley North

100 Queen St. W., Ste A3  
Toronto, ON M5H 2N2  
Phone: 416-338-3009  
Email: [Andrew.Yang5@toronto.ca](mailto:Andrew.Yang5@toronto.ca)  
Website: [shelleycarroll.ca](http://shelleycarroll.ca)  
[Subscribe to Shelley's Thursday night E-Blast](#)  
WeChat ID: ShelleyCarroll

*Communicating with a councillor or councillor's staff at the City of Toronto on certain subject matters (e.g. all communication covering sales information, pricing and business development) may require you to register as a lobbyist. To help determine if you are required to register, you may refer to the [interactive tool](#) on the Office of the Lobbyist Registrar [website](#). You may also contact the Office of the Lobbyist Registrar by phone at 416-338-5858 or by email at [lobbyistregistrar@toronto.ca](mailto:lobbyistregistrar@toronto.ca).*

---

From: Andrew Yang  
Sent: June 9, 2025 2:14 PM

**To:** conciergerie <conciergerie@forum-americas.org>  
**Cc:** Joseph Clark <j.clark@forum-americas.org>; Susana Vaz <Susana.Vaz@toronto.ca>; Tom Gleason <Tom.Gleason@toronto.ca>; Ali Ponte <a.ponte@forum-americas.org>; Annie Pinsonnault <a.pinsonnault@forum-americas.org>  
**Subject:** RE: 31st Edition of the Conference of Montreal - Accommodation and Transportation

Good day,

Thank you for arranging accommodation, ground transit, and flights for Councillor Carroll in her participation at this IEFA conference.

Will you be able to provide a breakdown in cost paid for, Flights, Accommodations, and any ground transport provided by IEFA to Councillor Carroll for her time in Montreal for the IEFA Conference.

We are requesting this information as we must submit this data to adhere to rules set out by the Integrity Commissioner.

Thank you for your understanding.

**Andrew Yang**

**Manager, Community & Operations**  
**Office of Councillor Shelley Carroll**  
**Ward 17 - Don Valley North**

100 Queen St. W., Ste A3

Toronto, ON M5H 2N2

Phone: 416-338-3009

Email: [Andrew.Yang5@toronto.ca](mailto:Andrew.Yang5@toronto.ca)

Website: [shelleycarroll.ca](http://shelleycarroll.ca)

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**From:** conciergerie <[conciergerie@forum-americas.org](mailto:conciergerie@forum-americas.org)>  
**Sent:** June 3, 2025 10:59 AM  
**To:** Andrew Yang <[Andrew.Yang5@toronto.ca](mailto:Andrew.Yang5@toronto.ca)>  
**Cc:** Joseph Clark <[j.clark@forum-americas.org](mailto:j.clark@forum-americas.org)>; Susana Vaz <[Susana.Vaz@toronto.ca](mailto:Susana.Vaz@toronto.ca)>; Tom Gleason <[Tom.Gleason@toronto.ca](mailto:Tom.Gleason@toronto.ca)>; Ali Ponte <[a.ponte@forum-americas.org](mailto:a.ponte@forum-americas.org)>; Annie Pinsonnault <[a.pinsonnault@forum-americas.org](mailto:a.pinsonnault@forum-americas.org)>  
**Subject:** [External Sender] Re: 31st Edition of the Conference of Montreal - Accommodation and Transportation

Dear Mr. Yang,

I did provide the answer to Susana Vaz, yesterday. The Hotel reservation number for Council is 1246374 and the reservation is at Hotel Bonaventure - 900 rue Gauchetière Street.

For your information, we have transportation settled for both of them.

**June 8th- Airport shuttle transportation starting at 16h45.**

**June 10th- Hotel shuttle transportation starting at 8h00am.**

Please note that a staff member will be holding a sign marked **IEFA** for easy identification at the airport. This person will be waiting at your arrival gate and will escort you to the chauffeur, located at Door #5 of Departure, where another staff member will be placed.

For the departure at the hotel, a staff member will be waiting for them at the reception, **at 8h00am, for a period of 15 minutes.**

Finally, I will be handing my professional business card to the speakers once arrived, to ensure smooth communication. Phone number is **514-871-2225 extension 331#.**

I hope this answers your question and we look forward to meeting them at the event.



Jade Bernier  
Coordinator, Travel & Hospitality - Coordinatrice, voyages & conciergerie  
International Economic Forum of the Americas | Forum économique international des Amériques  
Forum-americas.org

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---

**De :** Andrew Yang <[Andrew.Yang5@toronto.ca](mailto:Andrew.Yang5@toronto.ca)>

**Envoyé :** 3 juin 2025 10:39

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

**Cc :** Joseph Clark <[j.clark@forum-americas.org](mailto:j.clark@forum-americas.org)>; Susana Vaz <[Susana.Vaz@toronto.ca](mailto:Susana.Vaz@toronto.ca)>; Tom Gleason <[Tom.Gleason@toronto.ca](mailto:Tom.Gleason@toronto.ca)>; Ali Ponte <[a.ponte@forum-americas.org](mailto:a.ponte@forum-americas.org)>; Annie Pinsonnault <[a.pinsonnault@forum-americas.org](mailto:a.pinsonnault@forum-americas.org)>

**Objet :** RE: 31st Edition of the Conference of Montreal - Accommodation and Transportation

Some people who received this message don't often get email from [andrew.yang5@toronto.ca](mailto:andrew.yang5@toronto.ca). [Learn why this is important](#)

Hello,

I wanted to check in to see whether Councillor Carroll's accommodation has been confirmed. If it has been, would it be possible to provide that information as well?

Thank you

**Andrew Yang**

**Manager, Community & Operations**

**Office of Councillor Shelley Carroll**

**Ward 17 - Don Valley North**

100 Queen St. W., Ste A3

Toronto, ON M5H 2N2

Phone: 416-338-3009

Email: [Andrew.Yang5@toronto.ca](mailto:Andrew.Yang5@toronto.ca)

Website: [shelleycarroll.ca](http://shelleycarroll.ca)

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---

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

**Sent:** May 28, 2025 11:13 AM

**To:** Andrew Yang <[Andrew.Yang5@toronto.ca](mailto:Andrew.Yang5@toronto.ca)>

**Cc :** Joseph Clark <[j.clark@forum-americas.org](mailto:j.clark@forum-americas.org)>; Susana Vaz <[Susana.Vaz@toronto.ca](mailto:Susana.Vaz@toronto.ca)>; Tom Gleason <[Tom.Gleason@toronto.ca](mailto:Tom.Gleason@toronto.ca)>; Ali Ponte <[a.ponte@forum-americas.org](mailto:a.ponte@forum-americas.org)>; Annie Pinsonnault <[a.pinsonnault@forum-americas.org](mailto:a.pinsonnault@forum-americas.org)>

**Subject:** [External Sender] Re: 31st Edition of the Conference of Montreal - Accommodation and Transportation

Hello Mr. Yang,

Thank you very much for this information.

I have the pleasure to attach the airfare confirmation for Councillor Carroll.

The IEFA is also pleased to offer her an airport transportation service for her. Please find this suggested schedule to her convenience :

- June 8<sup>th</sup> : airport pick-up starting at 4h40pm
- June 10<sup>th</sup> : airport drop-off leaving at 8h00am.

If you could please confirm this schedule and let us know if Susana Vaz also needs transportation.

Lastly, with your consent, we would appreciate it if you could share her professional phone number. This would allow us to maintain clear and timely communication directly with her, especially to coordinate her arrival and accommodate any potential last-minute changes.

Please rest assured that her contact information will be used solely for logistical purposes related to her participation in the event.

Thank you very much for your support, and please don't hesitate to reach out if you have any questions.



Coordinator, Travel & Hospitality - Coordinatrice, voyages & conciergerie  
International Economic Forum of the Americas | Forum économique international des Amériques  
Forum-americas.org



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---

**De :** Andrew Yang <[Andrew.Yang5@toronto.ca](mailto:Andrew.Yang5@toronto.ca)>  
**Envoyé :** 27 mai 2025 15:24  
**À :** conciergerie <[conciergerie@forum-americas.org](mailto:conciergerie@forum-americas.org)>  
**Cc :** Susana Vaz <[Susana.Vaz@toronto.ca](mailto:Susana.Vaz@toronto.ca)>; Tom Gleason <[Tom.Gleason@toronto.ca](mailto:Tom.Gleason@toronto.ca)>  
**Objet :** RE: 31st Edition of the Conference of Montreal - Accommodation and Transportation

Vous n'obtenez pas souvent d'e-mail à partir de [andrew.yang5@toronto.ca](mailto:andrew.yang5@toronto.ca). Pourquoi c'est important

Hello Jade,

My answers to your questions are as follows in red.

- Name as it appears on passport ( Name, Middle Name, Last Name )
  - **Shelley, Carroll**
- Date of birth
  - **March 5, 1957**
- Aeroplan Number
  - [REDACTED]
- [REDACTED] back of plane, aisle or window seat, etc.)
  - **Front, aisle**
- [REDACTED]
  - [REDACTED]
- [REDACTED]
  - [REDACTED]

[REDACTED] Yang

Manager, Community & Operations  
Office of Councillor Shelley Carroll  
Ward 17 - Don Valley North

100 Queen St. W., Ste A3  
Toronto, ON M5H 2N2  
Phone: 416-338-3009  
Email: [Andrew.Yang5@toronto.ca](mailto:Andrew.Yang5@toronto.ca)  
Website: [shelleycarroll.ca](http://shelleycarroll.ca)  
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WeChat ID: ShelleyCarroll

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---

**From:** conciergerie <[conciergerie@forum-americas.org](mailto:conciergerie@forum-americas.org)>  
**Sent:** May 27, 2025 2:51 PM  
**To:** Andrew Yang <[Andrew.Yang5@toronto.ca](mailto:Andrew.Yang5@toronto.ca)>  
**Cc:** Susana Vaz <[Susana.Vaz@toronto.ca](mailto:Susana.Vaz@toronto.ca)>; Tom Gleason <[Tom.Gleason@toronto.ca](mailto:Tom.Gleason@toronto.ca)>  
**Subject:** [External Sender] Re: 31st Edition of the Conference of Montreal - Accommodation and Transportation

Hello Mr. Yang,

Thank you very much for your email and for your patience regarding my answer.

In order to book the preferred flight, I need the following information please :

- Name as it appears on passport ( Name, Middle Name, Last Name )
- Date of birth
- Aeroplan Number
- Preference for seating (at front, mid, or back of plane, aisle or window seat, etc.)
- Email to where the booking confirmation should be sent to
- Cell phone number

Once information provided, I will be able to book the airfare.

Thank you for your cooperation.



Jade Bernier  
Coordinator, Travel & Hospitality - Coordinatrice, voyages & conciergerie  
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---

**De :** Andrew Yang <[Andrew.Yang5@toronto.ca](mailto:Andrew.Yang5@toronto.ca)>

**Envoyé :** 22 mai 2025 13:17

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

**Cc :** Susana Vaz <[Susana.Vaz@toronto.ca](mailto:Susana.Vaz@toronto.ca)>; Tom Gleason <[Tom.Gleason@toronto.ca](mailto:Tom.Gleason@toronto.ca)>

**Objet :** RE: 31st Edition of the Conference of Montreal - Accommodation and Transportation

Vous n'obtenez pas souvent d'e-mail à partir de [andrew.yang5@toronto.ca](mailto:andrew.yang5@toronto.ca). Pourquoi c'est important

Good day Jade,

Thank you for the email addressing Tom in regards to Councillor Carroll's participation at the 31<sup>st</sup> Edition of the Conference of Montreal and items regarding her accommodation and transportation for the Conference.

I am providing answers for the following questions, my answers will be in red.

- **Date of Arrival in Montreal:** Please let us know the planned arrival date.
  - **June 8, 2025**
- **Date of Departure of Montreal:** Please let us know the planned departure date.
  - **June 10, 2025**
- **Mode of Transport:** Will the speaker be arriving by plane, train, or another form of transport?
  - **Plane**
- **Flight Details (if applicable):** If arriving by plane, kindly provide the flight number and expected arrival time.
  - **Preferred flights (06/08/2025, AC7968; arrival time in Montreal: 16:42) (06/10/2025, AC7959; departure time from Montreal: 10:25)**
- **Hotel Check-in and Check-out Dates:** Please provide the intended check-in and check-out dates.
  - **Check in: June 8, 2025**
  - **Check out: June 10, 2025**
- **Traveling Alone or with Others:** Will the speaker be traveling alone or accompanied?
  - **Accompanied by: Susana Vaz; Senior Manager, Strategic Planning, and Initiatives – Business Growth Services, Economic Development & Culture Division, City of Toronto.**
- **Preferred Room Type:** Please specify the preferred room type (e.g., single, double).
  - **Councillor Carroll would like to request a single occupancy room.**
- **Special Requests or Additional Information:** If the speaker has any special requests for the accommodation (e.g., early check-in, bedding preferences), please let us know.

Please let me know how IEFA intends to cover the hotel, airfare and ground transportation fees for the Conference.

Please do not hesitate to reach out to me if you have any questions.

Thank you,

**Andrew Yang**

Manager, Community & Operations

Office of Councillor Shelley Carroll

Ward 17 - Don Valley North

100 Queen St. W., Ste A3

Toronto, ON M5H 2N2

Phone: 416-338-3009

Email: [Andrew.Yang5@toronto.ca](mailto:Andrew.Yang5@toronto.ca)

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---

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

**Sent:** May 21, 2025 3:02 PM

**To:** Tom Gleason <[Tom.Gleason@toronto.ca](mailto:Tom.Gleason@toronto.ca)>

**Subject:** [External Sender] 31st Edition of the Conference of Montreal - Accommodation and Transportation

**Importance:** High

Dear Mr. Gleason,

Following the message you received from our content team, we would like to sincerely thank you for confirming Mrs. Carroll's participation in the 31st Edition of the Conference of Montreal 2025. We are truly honored to welcome her and look forward to her valuable contribution.

We are pleased to inform you that IEFA will cover up to two nights of accommodation in Montreal, round-trip air-fair, as well as round-trip transportation between Montréal-Trudeau (YUL) airport and the hotel, to help facilitate her arrival and departure.

To assist us in finalizing the logistics, we kindly ask that you provide the following details:

- **Date of Arrival in Montreal:** Please let us know the planned arrival date.
- **Date of Departure of Montreal:** Please let us know the planned departure date.
- **Mode of Transport:** Will the speaker be arriving by plane, train, or another form of transport?
- **Flight Details (if applicable):** If arriving by plane, kindly provide the flight number and expected arrival time.
- **Hotel Check-in and Check-out Dates:** Please provide the intended check-in and check-out dates.
- **Traveling Alone or with Others:** Will the speaker be traveling alone or accompanied?
- **Preferred Room Type:** Please specify the preferred room type (e.g., single, double).
- **Special Requests or Additional Information:** If the speaker has any special requests for the accommodation (e.g., early check-in, bedding preferences), please let us know.

Please don't hesitate to reach out should you have any questions or specific requirements. Once again, thank you for your kind collaboration — we look forward to welcoming her in the beautiful city of Montreal.



Jade Bernier

Coordinator, Travel & Hospitality - Coordinatrice, voyages & conciergerie  
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[Forum-americas.org](http://Forum-americas.org)



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# PROGRAM

[ADD TO CALENDAR](#)[PRIN](#)

---

8:00 AM  **★ WELCOMING REMARKS: CHANGE, VECTOR OF OPPORTUNITY**

⌚ 30 minutes  Studio Hydro-Québec



08:00 AM

---

8:30 AM  **★ OPENING FIRESIDE CHAT**

⌚ 30 minutes  Studio Hydro-Québec



08:30 AM

---

 **★ NAVIGATING MARKETS AMID THE RISK OF RECESSION**

⌚ 30 minutes  Studio Hydro-Québec



09:30 AM

 Date and time is shown in (UTC -05:00) America/Montreal.  Change timezone

Day 1  
Mon, Jun 09Day 2  
Tue, Jun 10Day 3  
Wed, Jun 11Favorite Sessions  
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09:30 AM

10:15 AM



### ★ SAFEGUARDING THE FUTURE OF TRANSITION FINANCE

 45 minutes  Studio Hydro-Québec



11:00 AM



### ★ THRIVING: A RACE IN A CHANGING WORLD

 30 minutes  Studio Hydro-Québec



### ★ PRIVATE ROUNDTABLE (by invitation only)

 1 hour  Terrasse VIP

11:30 AM



### ★ CONFRONTING UNCERTAINTY: CANADA'S ECONOMY IN A TIME OF TURMOIL

 1 hour  Studio Hydro-Québec



12:30 PM



### ★ OPENING LUNCHEON

 2 hours  Studio Hydro-Québec

|          |   |  |
|----------|---|--|
| 02:30 PM |    | <b>★ VISUAL DISINFORMATION: A STRATEGIC RISK FOR BUSINESSES</b>  |
|          |   |  1 hour  Studio Hydro-Québec         |
|          |   |    |
| 03:30 PM |    | <b>★ PRIVATE ROUNDTABLE (by invitation only)</b>   |
|          |   |  1 hour 30 minutes  Terrasse VIP     |
| 04:30 PM |  | <b>★ AI IN HEALTHCARE: STRENGTHENING THE RESPONSIBLE AND ETHICAL USE OF DATA</b>   |
|          |   |  1 hour  Studio Hydro-Québec     |
|          |   |    |
| 05:00 PM |  | <b>★ PROTECTING GLOBAL CITIES FROM CYBER THREATS</b>   |
|          |   |  1 hour  Studio Cogeco           |
|          |   |   |
| 04:30 PM |  | <b>★ THRIVING IN THE DIGITAL ACCELERATION</b>  |
|          |   |  45 minutes  Studio Hydro-Québec |
|          |   |   |
| 05:00 PM |  | <b>★ NETWORKING COCKTAIL FOR PARTICIPANTS</b>  |

**07:00 PM****★ BOARD OF GOVERNORS' DINNER (by invitation only)**

2 hours 30 minutes

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